



Syllabus



Syllabus/Course Information

Syllabus - BMIS 2411 / BACC 2411 Information Systems

Fall 2010

The “Syllabus” or “Course Information” area in Blackboard provides students with information about the course, such as class meeting times, course description, goals, requirements, grading, etc.



Introduction

This course provides an overview of information technology and its application in a business. By simultaneously examining business cases and the capabilities of relevant technologies, students will develop an understanding of how information technology is the primary enabler for improved business processes. Systems and technologies that are examined from this dual business and technology perspective include relational databases, the Internet and networks, enterprise resource planning, customer relationship management, and supply chain systems.

Prerequisites: none

Cross-listed as: BACC 2411.



Staff Information



Instructor: Bill Hefley, Ph.D., CDP, COP

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Office Hours T - Th 5:00PM - 6:00PM

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Administrative Support: Julia Broskey

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Work Phone (412) 648-1541

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Class Meeting Times

- Tuesday sections meet 6:20 - 9:20 PM in Mervis 115
- Thursday sections meet 6:20 PM - 9:20 PM in Mervis 104



Course Description

Most areas of study in a reputable MBA program address strategic rather than operational issues. For instance, in Finance you do not learn how to become a cashier. In Marketing you do not learn how to film or script an advertisement. In Accounting you do not learn how to enter transactions into

a variety of systems. Instead, all of those areas cover how to manage: what decisions to make; what trade-offs there are; what opportunities might be uncovered. This course is no exception.

The corporate world has made tremendous investments in IT. Those investments have grown over the years to be roughly equivalent to that of "plant" (of "property, plant and equipment" fame): 23% of expenditures. Corporate IT investments now have surpassed \$5,000 per employee (from McAfee: "Managing in the Information Age" course overview, April 2005).

The difficulty with such expenditures is that it has taken many years to show "bottom line" benefits from these expenditures. There is a tremendous variance in benefits of IT investments, showing that such investments are unreliable in generating ROI. Variability has been increasing over time, making matters worse. We will show how this begs for strategic treatment. There are many different activities, ranging from forecasting to analysis to communication. Those activities start from determining the need and ending with deployment and evaluation. Each activity is a link in the overall chain, only as strong as its weakest link.

Common sense is not enough. Very smart people implement failed systems, miss opportunities, and, perhaps most importantly, launch initiatives that do not have sustainability. It is a matter of being aware of the technological possibilities, understanding how to complement corporate strategy, and applying principles to increase the sustainability of those moves.

As is the case nowadays in many fields, the operational focus is more likely to be outsourced. Strategic frameworks and analytical processes win out over programming. We focus on how to make use of information technology to fulfill or enable corporate strategy, competitive advantage, and perhaps even to shape a marketplace.

You are likely to become involved in technology decisions almost immediately in your career. As a team or committee member you will see very familiar issues and you will remember that common sense will not be enough. You, and others who have a similar background, will contribute valuable points of view that others using only their common sense will not be able to contribute. You might save the organization millions of dollars at each opportunity.



Course Goals

The strategic focus of this course points to decisions that executives need to make about information technology. This "view from 30,000 feet" is intended to emphasize millions of dollars rather than day-to-day decisions that probably don't belong in an MBA program. Strategic frameworks and analytical processes win out over programming and the use of tools. We focus on competitive advantage and the potential to shape a marketplace.

When you finish this course, you should be able to:

- Make informed decisions about new information technologies and their implications
- Apply strategic models to discover and evaluate IT possibilities
- Build competitive advantage through IT by knowing the targets that deserve your accurate aim
- Assess sustainability of that competitive advantage
- Strengthen strategic alignment of IT with the goals of the organization
- Converse intelligently about enterprisewide data sharing, and options thereof
- Assess and improve plans for reengineering of business processes
- Communicate with IT professionals effectively
- Work as a valuable partner with IT professionals as they engage in the system development process
- Make better decisions about what data should be stored and how it can be manipulated
- Support efforts towards better security and avoid being an individual victim of security weaknesses
- Resolve ethical dilemmas faced in technological situations
- Manage outsourcing and offshoring opportunities
- Manage knowledge in an organization
- Develop a Technology Business Case or Plan



Course Materials

[BMIS 2411 Readings-Cases Fall 2010.pdf](#) (26.61 Kb)

Required Text Book

Pearlson, Keri E. and Saunders, Carol S. *Managing & Using Information Systems: A Strategic Approach* (4th ed.), 2010, Wiley. ISBN 978-0-470-34381-4.

- **PLEASE NOTE:** The Pitt Book Center omitted the REQUIRED flag in their listing of books for this term. We **WILL** be using the **4th edition** of this book.

Cases

A set of cases will be available online through Harvard Business Publishing. Selected cases will be made available through Courseweb.

Where can I obtain the Harvard-sourced cases? They are available on the Harvard Business School's publications Web site under course **6684849**. The electronic versions of the 8 cases can be purchased and printed instantly and cost about \$32 (before any taxes or other charges). Here is the address:

<http://cb.hbsp.harvard.edu/cb/access/6684849>



Course Schedule

[BMIS 2411 Course Schedule Fall 2010.pdf](#) (34.992 Kb)



Grading

How to Submit:

Please do not e-mail me your case answers and other items due!

Please use Blackboard unless there is some kind of emergency. In addition, please **SUBMIT**, don't just **SAVE**, your items whenever you use Blackboard. You will receive a warning if you just **SAVE** the assignment. If you ignore this warning, your grade could be affected.

Grading Components:

Item	Type	Score
Assignment 1	Individual	5
Individual cases (4 @ 7 points)	Individual	28
Group cases (5 @ 4 points)	Group	20
Innovation Project and Presentation	Group	12
Quizzes (2 @ 10)	Individual	20
Class discussion/participation/attendance	Individual	10
Peer Evaluations	Individual	5
Total		100



Course Policies

Participation:

Spirited class participation is encouraged and informed discussion in class is expected. This requires completing readings and assignments before class. You are expected to attend each class, to be prepared, and to contribute to the class discussion. Participation in the classroom is important because it helps solidify your understanding of the material, gives you experience in presenting and supporting your ideas, and offers your peers varying perspectives on class material. Your classroom participation will be evaluated on three general dimensions. First, do your peers pay attention to your comments, and do your comments provoke further discussion, or not? Second, do you pay attention to the thread of the discussion, maintaining continuity, or do your comments "loop back" or go off on tangents? Third, are your comments supported by facts, or are they vague generalizations?

Your contributions to the discussions are worth a total of 10 points. If you rarely speak up in class, or miss several classes, your participation grade will not be higher than 6 out of 10 possible points. If you occasionally contribute, your grade will be in the 6 – 8 range (depending on how frequently you contribute and how well prepared you are). For a grade of 9– 10, your comments indicate that you have carefully read and thought about the material, that you can apply conceptual material from the lecture or readings to the current discussion, that you can integrate comments from previous students, that you can present and support an alternate point-of-view, and so on.

Please note that attendance affects your grade in that if you are not in class, you cannot participate. Excessive absences will have a negative impact on your grade for class participation.

Computer: On days that you do bring along your laptop, please do not distract other students with it by catching up on your e-mail or doing casual browsing or watching ESPN during class. Constantly-open laptops **will** result in lower course participation scores!

Name Tag: **Please use name tags**, assuming I do not know your name. Lack of a name-tag **will** result in lower course participation scores!

Academic Integrity:

It is expected that all assignments will be your own original work, not copied and pasted from any source (friends, web sites, etc.). Failure to cite a source and mark quoted material is a serious violation of academic integrity, no matter how small the assignment, and could result in a failing grade in this course and/or the MBA program.

Students in this course will be expected to comply with the [University of Pittsburgh's Policy on Academic Integrity](#). Any student suspected of violating this obligation for any reason during the semester will be required to participate in the procedural process, initiated at the instructor level, as outlined in the University Guidelines on Academic Integrity. This may include, but is not limited to, the confiscation of the examination of any individual suspected of violating University Policy. Furthermore, no student may bring any unauthorized materials to an exam, including dictionaries and programmable calculators.

Disabilities:

If you have a disability for which you are or may be requesting an accommodation, such as special testing accommodations or other classroom modifications, you are encouraged to contact both your instructor and Disability Resources and Services, 140 William Pitt Union, 412-648-7890 or 412-383-7355 (TTY) as early as possible in the term.

Disability Resources and Services reviews documentation related to a student's disability, provides verification of the disability, and recommends reasonable accommodations for specific courses.

**Copyright Notice**

These materials may be protected by copyright. United States copyright law, 17 USC section 101, et seq., in addition to University policy and procedures, prohibit unauthorized duplication or retransmission of course materials. See [Library of Congress Copyright Office](#) and the [University Copyright Policy](#).

**Accessibility**

Blackboard is ADA Compliant and has fully implemented the final accessibility standards for electronic and information technology covered by Section 508 of the Rehabilitation Act Amendments of 1998. Please note that, due to the flexibility provided in this product, it is possible for some material to inadvertently fall outside of these guidelines.

Information Systems

Course Readings / Cases – Fall 2010

2010 August 30

Textbook

Pearlson, Keri E. and Saunders, Carol S. *Managing & Using Information Systems: A Strategic Approach* (4th ed.), 2010, Wiley. ISBN 978-0-470-34381-4.

NOTE: There are significant content changes between the 3rd and 4th editions, as chapters were added and deleted. PLEASE use the **4th edition**.

Cases

Where can I obtain the Harvard-sourced cases? They are available on the Harvard Business School's publications Web site under course **6684849**. The electronic versions of the 8 cases can be purchased and printed instantly and cost about \$32 (before any taxes or other charges). Here is the address:

<http://cb.hbsp.harvard.edu/cb/access/6684849>

Roche case (Pearlson and Saunders, pg. 34)

ZipCar case (Pearlson and Saunders, pg. 74)

* Does IT Pay Off? Strategies of Two Banking Giants (Harvard 9-HKU-753; Hong Kong University HKU753) (2007) Ali Farhoomand and Minyi Huang

Automated Waste Disposal case (Pearlson and Saunders, pg. 131)

Boeing 787 Dreamliner case (Pearlson and Saunders, pg. 160)

* Evergreen Investments: Mobile CRM (A) (Harvard 9-605-057) (2005) Andrew McAfee

* Caregroup (Harvard 303-097) (2003) Rob Austin and Warren McFarland

* Pharmacy Service Improvement at CVS (Harvard 9-606-015) (2005) Andrew McAfee

* iPremiere Company (A): Denial of Service Attack, Graphic novel version (Harvard 609092-PDF-ENG) (2009) Austin, Robert D. and Jeremy Short

Big Fix at Toyota case (Pearlson and Saunders, pg. 243)

* Rich-Con Steel (Harvard 9-699-133) (1999/2003) Andrew McAfee

Manufact case (Pearlson and Saunders, pg. 246)

BPO Case (2010), Hefley

Sodexo Asia Pacific case (Pearlson and Saunders, pg. 213)

* MDCM, Inc. (B): Strategic IT Portfolio Management (Harvard Product No. KEL172-PDF-ENG) (2006) Mark Jeffery, Joseph F. Norton, Derek Yung

Sabre Holdings case (Pearlson and Saunders, pg. 343)

* Foxwoods: Turning Data into Insights in the Hospitality Industry (HBS Case No. 810-083, 2010), Applegate and Soule

Readings

Carr, Nicholas *IT Doesn't Matter*, Harvard Business Review, May, 2003.
(Available using the instructions in Blackboard.)

Brandel, Mary "Extreme ROI: Four Projects that Blew the Doors Off"
Computerworld February 11, 2008
<http://www.computerworld.com/action/article.do?command=viewArticleBasic&articleId=311680>

McAfee's Full House reading
http://andrewmcafee.org/2008/07/technology_beats_a_full_house/

Brynjolfsson, Erik "VII Pillars of Productivity," Information Week, May 1, 2005
<http://www.informationweek.com/news/showArticle.jhtml?articleID=161501533>

Ackermann, et al. Better IT Management for Banks, McKinsey Quarterly, 2007 (will require FREE registration)
http://www.mckinseyquarterly.com/Better_IT_management_for_banks_2028

Kay, Russell "Quick Study: Cloud Computing," Computerworld August 4, 2008, available :
<http://www.computerworld.com/action/article.do?command=viewArticleBasic&articleId=321699>

Cummings Service-Oriented Architecture article
<http://www.networkworld.com/supp/2007/ndc6/102207-pnnl-ibm-soa-case-study.html>

Information Systems

Course Schedule – Fall 2010

2010 August 30

BMIS 2411 CRN 20906
 BMIS 2411 CRN 20916
 BACC 2411 CRN 20904
 BACC 2411 CRN 20918

Office Hours: Tuesday & Thursday 5pm - 6pm 272B Mervis

Class:
 Tuesday 6:20pm - 9:20pm Mervis 115
 Thursday 6:20pm - 9:20pm Mervis 104

Week	Topic/materials (please have materials read before class)	Reading and Assignment Due
1 – Aug 31/ Sept 2	Course Introduction Information Systems – Past, Present, and Future	Pearlson & Saunders (4th Edition) Introduction Assignment 1 – due by 9 am, Sept 7 th (See Blackboard for this assignment)

<p>2 – Sept 7/9</p>	<p>Does IT Matter? Business Strategy and IT Strategy Group Formation</p>	<p>Carr's <i>IT Doesn't Matter</i> reading (How to get it in Blackboard) McAfee's Full House reading (available here) Brynjolfsson's VII Pillars reading (available here) Pearlson & Saunders 1, 2 Roche case (text pg. 34) (class discussion only)</p>
<p>3 – Sept 14/16</p>	<p>IT Strategy and Organizational Impacts Case discussion</p>	<p>Pearlson & Saunders 3 Brandel's Extreme ROI article ZipCar case analysis due (text pg. 74)(individual) Answer questions 1, 2, and 4</p>
<p>4 – Sept 21/23</p>	<p>IT and the Design of Work</p>	<p>Pearlson & Saunders 4 Automated Waste Disposal case (text pg. 131)(class discussion only) Better IT Management for Banks (Ackermann, et al., McKinsey Quarterly) Banking Giants case analysis due (group) Questions to answer will be in Blackboard</p>
<p>5 – Sept 28/30</p>	<p>IT and Business Processes Case discussion</p>	<p>Pearlson & Saunders 5 Boeing 787 Dreamliner case (text pg. 160) (class discussion only) Evergreen case analysis due (group) Questions to answer will be in Blackboard</p>

<p>6 – Oct 5/7</p>	<p>IT Architecture and Infrastructure Case discussion</p>	<p>Pearlson & Saunders 6 <u>Cloud Computing</u> article Cummings Service-Oriented Architecture article (available here) <u>Caregroup</u> case analysis due (individual) Questions to answer will be in Blackboard</p>
<p>Oct 12/14</p>	<p>NO CLASS</p>	<p>CAREER TREK WEEK</p>
<p>7 – Oct 19/21</p>	<p>First Quiz (10 points) CVS Presentations</p>	<p>Quiz covers material from Weeks 1 to 6 <u>CVS</u> case analysis PowerPoint slide due (group; one slide only) Questions to consider for class discussion will be found in Blackboard</p>
<p>8 – Oct 26/28</p>	<p>IT and Ethics Case discussion</p>	<p>Pearlson & Saunders 9 <u>iPremiere</u> case analysis due (group) Questions to answer will be in Blackboard</p>
<p>9 – Nov 2/4</p>	<p>The MIS Organization Case discussion</p>	<p>Pearlson & Saunders 8 Big Fix at Toyota case (text pg. 243) (class discussion only) <u>Rich-Con Steel</u> (class discussion only)</p>

<p>10 – Nov 9/11</p>	<p>Funding IT Case discussions</p>	<p>Pearlson & Saunders 10 Manufact case (text pg. 246) (class discussion only) BPO case analysis due (individual) (free on Blackboard) Questions to answer will be in Blackboard</p>
<p>11 – Nov 16/18</p>	<p>Management of IT Projects Case discussions</p>	<p>Pearlson & Saunders 11, 7 Sodexo Asia Pacific case (text pg. 213) (class discussion only) MDMC-B case analysis due (group) Questions to answer will be in Blackboard</p>
<p>Nov 23/25</p>	<p>NO CLASS</p>	<p>THANKSGIVING BREAK</p>
<p>12 – Nov 30/ Dec 2</p>	<p>Data Management, Knowledge Management Case discussion</p>	<p>Pearlson & Saunders 12 Sabre Holdings case (text pg. 343) (class discussion only). Foxwoods: Turning Data into Insights in the Hospitality Industry (individual) Questions to answer will be in Blackboard</p>

<p>13 – Dec 7/9</p>	<p>Special Topic Group Project Presentations - 5 minutes each</p>	<p>Innovation Projects Due (Note: one <i>printed</i> "handout" copy of your slides (6 per page is ok) for the instructor is due at presentation. Failure to provide the slides at the start of the presentation will result in the deduction of 2 points)</p>
<p>Dec 14/16</p>	<p>Second Quiz (10 points)</p>	<p>Quiz covers material from Weeks 7 to 13, plus all cases</p>

Updates

Note: Refer to the school's final exam schedule for dates and room assignments for any of your classes.