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## BMIS 2409 INFORMATION SYSTEMS

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Fall 2013 (Academic Term 2141)

Credits: 1.5; Prerequisite(s): None

Session Number / Class Number:

- BMIS 2409-1080 (23914) - Tu 6:20PM - 9:20PM in 115 Mervis Hall
- BMIS 2409-1110 (23913) - Th 6:20PM - 9:20PM in 104 Mervis Hall

Instructor: Bill Hefley, PhD, CCP, CDP, COP

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## COURSE DESCRIPTION

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Why should managers care about Information Technology (IT)? How does IT provide business value? How to derive competitive advantage using IT? This course will help students answer these questions by developing an understanding of the relationship between IT and business strategy. By simultaneously examining business cases, the capabilities of relevant technologies, and the complexities involved in implementing and managing the technologies in a business context, students will develop an understanding of the strategic consequences of well-managed and mismanaged IT.

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## FACULTY INFORMATION

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**Instructor:** Bill Hefley  
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**Work Phone:** 412-383-9011  
**Office Location:** 272B Mervis Hall  
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**Office Hours:** 5-6 PM Tuesday and Thursday, or by appointment

Administrative support: Mr. Chris Gursky  
Email: [csgursky@katz.pitt.edu](mailto:csgursky@katz.pitt.edu)  
Work Phone: (412) 648-1541  
Office Location: 276B Mervis Hall

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## LEARNING OBJECTIVES

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Students who complete this course will develop:

- an understanding of the strategic value of IT for an organization.
- an ability to assess and articulate the business value of IT projects.
- an understanding of the managerial issues related to governing IT and liaising with an organization's IT function.
- managerial acumen to align the business model and competitive strategies of an organization with its IT strategy.
- an ability to evaluate new technologies for their sustaining and disruptive business potential.
- a technology business case or plan.

## COURSE OUTLINE AND SCHEDULE

Week	Date	Topic	Readings (before class)	In-class (and after-class) activities
1	TU 10/22 TH 10/24	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• IT Trends</li> <li>• IT investment strategies</li> </ul>		<ul style="list-style-type: none"> <li>• Complete introductions survey</li> <li>• Read Tale of Two Banks case</li> <li>• Tale of Two Banks case writeup (Individual writeup):               <ul style="list-style-type: none"> <li>• Identify differences in IT strategies among two firms in the same industry</li> <li>• Justify which strategy is superior and explain why</li> </ul> </li> </ul>
2	TU 10/29 TH 10/31	<ul style="list-style-type: none"> <li>• Valuation of IT Projects</li> </ul>	Read Whirlpool Europe case	<ul style="list-style-type: none"> <li>• IT and business architecture</li> <li>• Financial Analysis of IT investments</li> <li>• Whirlpool Business case (Group writeup)</li> </ul>
3	TU 11/5 TH 11/7	<ul style="list-style-type: none"> <li>• Transforming using IT: Success and Failure</li> </ul>	Read MK Taxi and Hafford cases	<ul style="list-style-type: none"> <li>• Identify and describe Critical Success Factors</li> <li>• Select an industry and document IT successes or failures and lessons learned (Group writeup)</li> </ul>
4	TU 11/12 TH 11/14	<ul style="list-style-type: none"> <li>• Capabilities enabled by IT: Digital Process Innovation</li> </ul>	Read Bush Boake Allen case	Group activity and discussion: <ul style="list-style-type: none"> <li>• Identify and describe how traditional business processes could be digitally disrupted to gain competitive advantage.</li> </ul>
5	TU 11/19 TH 11/21	<ul style="list-style-type: none"> <li>• Capabilities enabled by IT: Leveraging Ubiquitous IT</li> </ul>	Read Computerized Provider Order Entry at Emory Healthcare (HBS Case # 311061)	Group activity and discussion: <ul style="list-style-type: none"> <li>• Using a specific firm, discuss how you could leverage a network of intelligent devices for your industry</li> </ul>
6	TU 12/3 TH 12/5	<ul style="list-style-type: none"> <li>• Products, Services, and Clouds in the Information Age</li> <li>• Wrap-up</li> </ul>	Read the Junk Van case	Group activity and discussion: <ul style="list-style-type: none"> <li>• Recommend and justify a course of action for Junk Van</li> </ul>
7	TU 12/10 TH 12/12	TU section - Individual term paper due at 6:00 pm Tuesday 12/10 TU section - Individual term paper due at 6:00 pm Thursday 12/12		

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## COURSE MATERIALS

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### REQUIRED MATERIALS

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- Most cases used in this course are available through Harvard Business Publishing. You can download the cases from the following URL, after registering with your Pitt email: <https://cb.hbsp.harvard.edu/cbmp/access/22713081>
- Other readings for the course will be announced in Coursweb.
- There is no text book prescribed for this course; optional recommended books are listed below.
- For your course term paper, I encourage you to utilize the Pitt library resources (journals and databases) for your secondary research and data collection.

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### OPTIONAL READING

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There are a number of managerial books that could be used to supplement this course. Here are my top 2 recommendations:

1. Robert D. Austin, Richard L. Nolan, Shannon O' Donnell, *Adventures of an IT Leader*, Harvard Business Press, April, 2009, ISBN-13: 978-1422146606.
2. Sunil Mithas, *Digital Intelligence: What Every Smart Manager Must Have for Success in an Information Age*, 2012, ISBN: 978-0-9849896-1-4.
3. Recommended online references for regular reading:
  - a. CIO journal from the Wall Street Journal <http://blogs.wsj.com/cio/>
  - b. [www.informationweek.com](http://www.informationweek.com)
  - c. [www.cio.com](http://www.cio.com)
  - d. NY Times technology <http://www.nytimes.com/pages/technology/index.html>

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## COURSE EXPECTATIONS & REQUIREMENTS

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### GRADING

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The grade components for the course are listed in the table below.

Component	Type	quantity X marks = Score	Deadline
Class Activity	Group	5 x 10 = 50	When written submission required, submit before next class.
	Individual	1 x 10 = 10	
Term Paper Proposal	Individual	1 x 5 = 05	TU 11/5, TH 11/7 before class
Term Paper	Individual	1 x 25 = 25	TU 12/10, TH 12/12 6 pm
Class Discussion	Individual	1x 10 = 10	
<b>Total</b>		<b>100</b>	

The Katz School has adopted the following grade distribution guidelines for all required and elective MBA courses. Thus, the final grades for this course will be curved, with a median grade of about B+.

<b>Grade</b>	<b>Recommended Distribution</b>
A+, A, A-	30-40%
B+ and B	55-65%
B- and below	5-15%

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### *CLASS DISCUSSION*

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- Participation in the classroom is important because it helps your understanding of the material through applying the material to the discussion at hand, gives you experience in presenting and gaining support for your ideas, and offers your peers a range of perspectives on class material.
- You are expected to attend each class, to be prepared by completing readings and assignments before class, and to contribute to the class discussions by offering your unique perspectives and reacting to that of others in a thoughtful manner.
- A proactive and positive attitude towards class participation is expected and will be a factor in grading. While frequency and consistency of contributions are important, you should try to surface and prioritize issues not previously raised, offer persuasive arguments, extend the discussion and ask thoughtful questions. Questions need not be directed to the instructor all the time; be willing to ask, clarify and respond to your classmates' questions.
- Asking trivial questions or clarifications does not count for class participation.
- You can continue participating in discussions outside the classroom through the class discussion Wiki available from Courseweb. Just posting a link or a news story is usually not enough—we will learn more if you also provide your value added and thoughtful comments discussing how that posting is relevant to course themes.

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### *PREPARING FOR CASE DISCUSSIONS*

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- Refer to the document “The Use of Cases in Management Education” posted on Courseweb for a detailed note on how to prepare for cases.
- If you have any private information or special expertise on the case because you worked with that company or in that industry then let the instructor know in advance by email so that your expertise can be used appropriately without depriving your classmates of their learning opportunities.
- What you learn from cases depends on how well you did your homework before you come to the class. Each case is like a little experiment where you commit yourself to some action based on what you read in the case. If you do it seriously then each such experiment will add to your cumulative knowledge and make you a better manager by helping you to identify key issues more quickly, frame them better, and propose smarter solutions.

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### *ATTENDANCE*

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- 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.
- If you miss a class, you must submit a case analysis memo (not more than 2 pages) addressing the key analysis questions assigned for the case.

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### *IN-CLASS GROUP ACTIVITY*

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- As outlined in the course schedule, students will perform a group activity in every class session. The group activity could include doing research and analysis on a relevant topic and documenting the findings.
- Students would self-enroll in groups of 4 or less.
- Class time will be allocated to get started on the group activity. All groups are expected to complete the activities and be prepared to discuss. When requested, a group writeup should be submitted before the following weeks class.

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### *TERM PAPER*

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- In the term paper for this course, you will investigate an emerging IT advancement, develop an innovative business idea that leverages the IT advancement, and create a business plan to turn your idea into reality in an organization of your choice.
- Refer to the term paper assignment posted on Courseweb for more details.

## UNIVERSITY POLICIES

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### ***Academic Integrity***

Students in this course will be expected to comply with the Policies on Academic Integrity of the Katz Graduate School of Business and the University of Pittsburgh. 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.

### ***Disability Services***

If you have a disability that requires special testing accommodations or other classroom modifications, you need to notify both the instructor and Disability Resources and Services no later than the second week of the term. You may be asked to provide documentation of your disability to determine the appropriateness of accommodations. To notify Disability Resources and Services, call (412) 648-7890 (Voice or TTD) to schedule an appointment. The Disability Resources and Services office is located in 140 William Pitt Union on the Oakland campus.

### ***Copyright Notice***

Course 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.

### ***Statement on Classroom Recording***

To ensure the free and open discussion of ideas, students may not record classroom lectures, discussion and/or activities without the advance written permission of the instructor, and any such recording properly approved in advance can be used solely for the student's own private use.

No student may record any classroom activity without the express written consent of the instructor. If a student believes that he/she is disabled and needs to record or tape classroom activities, he/she should notify the instructor and contact Disability Resources and Services (DRS) (see above) to request an appropriate accommodation.

### ***Courseweb***

This course will be supported by the Courseweb course management system (<https://courseweb.pitt.edu>). Courseweb is built on the Blackboard platform. If you encounter difficulties with the use of Courseweb, please contact [etc@cidde.pitt.edu](mailto:etc@cidde.pitt.edu).

### ***Accessibility***

Blackboard (Courseweb) 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.