



Syllabus



Class Meeting Times

Monday & Wednesday, 3:30 - 4:50 pm
209 Mervis Hall



Course Description

IT Doesn't Matter – it's what you do with it.

Business in the 21st century runs on IT. However, competitive advantage seldom comes from having exclusive or proprietary access to a technology. It rather comes from more effectively utilizing technologies to which everyone – including the competition – has access.

The implications of this reality are many. First, it is necessary to understand what technologies are available in the marketplace and what their capabilities are. Next – and far more challenging – it is necessary to understand how those capabilities might positively (or negatively) interact with business strategy. The capabilities of Information Technologies can certainly contribute to *meeting* a strategy, but it is also conceivable that those same capabilities could contribute to the necessity of *changing* a strategy.

Business Transformation has been defined as the alignment of process, people and technology such that it can both support and innovate business strategies. Given that technologies evolve and develop at a rather rapid pace, it is desirable for managers to develop skills that allow them to understand what technologies can do (both established and new) and how they might be leveraged to create real value.

Some of these skills include:

1. How to assess a business area and recognize where process improvements can be made
2. Requirements identification
3. Request for proposal and vendor evaluation
4. Preparing an implementation proposal

Using lecture and current case studies, this course will examine topics to help students develop those skills. These topics include:

1. Transformation Strategies
2. How Information Technology supports Business Transformation
3. When to build and when to buy
4. Business Analysis Techniques and how they fit in the transformation life cycle
5. Process Modeling Techniques and how they fit in the transformation life cycle
6. Enterprise Systems and their implementation issues
7. Software development methodologies

Pre/co-requisites:

Completion/exemption of BMIS/BACC 2411 Information Svstems or BMIS 2537 Business

System Platforms (or permission of the Instructor)



Course Outline

Week	Topic	Reading/Case/Project
1	Introduction to Course	
2	Transformation Strategies	Why Transformation Efforts Fail
3	Build or Buy?	Otis Elevator Transformation
4	Requirements	Heatway Order Management
5	Building	World Bank IT Strategy
6	Buying	Harley Davidson Software Selection
7	Midterm Exam	
8	BAA	Schmidt Co
9	ERP	Tektronix ERP Implementation
10	Process Modeling 1	BAA Due
11	Process Modeling 2	Cisco ERP Implementation
12	Structured & "Traditional" Software Approaches	Cisco Web IT
13	Object & "Modern" Software Approaches	Cisco Enterprise IT
14	Final Exam	Process Model Due



Course Materials

The primary materials for this course is an electronic case packet available at this link:

<http://cb.hbsp.harvard.edu/cb/access/16702573>



Course Requirements and Grading

Course Requirements and Weights

Requirement	Weight
Cases	25%
Team Projects	25%
Exams	25%
Participation	25%

Scoring, testing, and assignment policies

- Unless prior arrangements are made, no late work will be accepted.
- Tests are objective (i.e. multiple choice & true-false) and cumulative. Scores for tests will be made available via the course web site. Students' test papers will not be returned.
- The testing philosophy is that examinations are the vehicle by which students' knowledge of the subject material is evaluated and should not be considered part of the actual learning process itself.

Grade Ranges:

- A+ : 100.00 - 97.00
- A : 96.99 - 92.00%
- A- : 91.99 - 90.00%
- B+ : 89.99 - 87.00%
- B : 86.99 - 82.00%
- B- : 81.99 - 80.00%
- C+ : 79.99 - 77.00%
- C : 76.99 - 72.00%
- C- : 71.99 - 70.00%
- D : 69.99 - 60.00%
- F : < 60.00%

Grading

The Katz Graduate School of Business and the College of Business Administration have established guidelines for final grade distributions:

Grade	Distribution
A+, A, A-	30 - 40%
B+, B, B-	35 - 50%
C+, C, C-	10 - 25%
D and below	0 - 10%



Course Policies

Laptops

You are welcome to use laptops in this class, but use is optional. Although laptops may be used, network connections may not. Students who use class time to surf the web, answer email, check stock prices, etc., will be penalized on their class contribution scores.

Participation

Your participation will be judged throughout the term based on your overall level of engagement with the materials in the class, participation in classroom activities, and contribution to the learning process. For example, you may be assigned a short exercise or group activity to complete during class, where sitting back and letting your colleagues do the work would harm your contribution grade. Active engagement with case discussions will improve your contribution score, including demonstrating careful analysis of the key issues, building on others comments, integrating readings or other materials, sharing your experience (technical, industry, or other), asking stimulating questions, constructively analyzing another class member's contribution, and identifying/summarizing the main learning points.

In general, to obtain a good participation grade you should come to class well-prepared, make valuable (relevant, useful, appropriate) verbal contributions, and be active in class activities to demonstrate your understanding. Ignoring the contributions of others by simply echoing prior discussion is not appreciated. Try and be concise in your comments and respectful of others while they are speaking.

Academic Integrity:

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 that requires special testing accommodations or other classroom

modifications, you need to notify both the instructor and the Disability Resources and Services no later than the 2nd 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 648-7890 (Voice or TTD) to schedule an appointment. The Office is located in 216 William Pitt Union.

Communication:

CourseWeb is the official mode of communication for this course. All materials and information pertaining to the course will be placed into CourseWeb. It is the student's responsibility to check frequently for announcements that might affect them in the course.

Students are responsible for the completion of all assignments posted into CourseWeb, regardless of whether those assignments have been discussed in class or not.

EMAIL:

EMAIL will be used for one-to-one communication and as a supplement to CourseWeb announcements. Since CourseWeb is linked to student's University EMAIL accounts, it is the responsibility of each student to frequently check their University account for messages relevant to this class. In the event a student does not use or wish to check their University account, it is the student's responsibility to set up EMAIL forwarding to the EMAIL account of their choice. Click the link below to do this.

**EMAIL Account Forwarding**

Click this link to change how your University EMAIL is forwarded. You will have to log in with your University account and password (the same as you use to login in to CourseWeb).

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**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.