The Cameron School of Business at University of St. Thomas

1. Course Information

Course Title: Management Information Systems
Course number: MBA 5357 – Course Section: NB – Class Number: 1646
Credit Hours: 3 – Semester: Fall 2016 – Prerequisites: MBA 5305
Room # Doherty 029 – Time: Wednesday, 7:00 - 9:45 pm
Web page/Blackboard site: MBA 5357NB – Graduate Management Information Systems

2. Information about Your Professor

Name: Dr. Charles Davis, Cameron Endowed Chair in Management
Office location: Welder Hall, Room 120
Office phone: 713-525-3528
Office Hours: Tuesday or Wednesday: 3:00 PM To 5:30 PM or by Appointment.
Where to leave assignments: Electronically, in the Blackboard Dropbox.
E-mail: ckdavis@post.harvard.edu

3. Brief Course Description

This course deals with managing Information Technology in complex organizations. The objective here is not to be a smorgasbord of information systems ‘best practices’, but rather a focused discussion of critical, recurring issues in the management of complex information resources in modern businesses.

4. MBA Program Goals & Objectives:

The Master of Business Administration has six goals. Students completing the MBA at the University of St. Thomas will be able to:

1. Effectively lead and participate in a team project.
   - Objective 1: Students can demonstrate appropriate group techniques to participate in a team task that results in effective performance.
   - Objective 2: Students can demonstrate effective leadership skills in a group project.
2. Integrate multi-disciplinary perspectives in synthesizing and analyzing information to make sound business decisions.
   - Objective 1: Students can analyze ineffective business practices that result from poorly integrated business processes.
   - Objective 2: Students can formulate sound proposals for improving integrated business processes.
3. Recognize current trends in the global business environment and identify opportunities for competition and collaboration.
   - Objective 1: Students can identify current trends in the global business environment.
   - Objective 2: Students can formulate how these trends can generate competitive advantage.
4. Articulate ethical behavior and standards, cite relevant moral theory and provide suggestions for dealing with ethical issues.
   - Objective 1: Graduates can recognize the ethical issues in a business situation.
   - Objective 2: Graduates can cite relevant ethical and moral theory in a business situation.
   - Objective 3: Graduates can apply relevant Ethical and Moral theory to provide creative suggestions to address the issue in a business situation.
5. Communicate effectively.
   - Objective 1: When students complete the MBA, they can deliver a professional presentation.
   - Objective 2: Graduates can produce written materials that flow logically and are grammatically correct.
   - Objective 1: When students complete the MBA, they can demonstrate management specific skills and competencies.
5. Course Learning Objectives

After this course you should be able to:

1. Assess the use and relative level of maturity of IT in a specific organization, especially in comparison to other companies (MBA Goal #2, Objective 1);
2. Assess the role of emerging information technologies in products and identify relevant new strategically important applications of IT in products/services (MBA Goal #3, Objective 2);
3. Understand key issues involved in managing IT in any organization (MBA Goal #6, Objective 1);
4. Understand issues related to global information systems, including international impacts (MBA Goal #3, Objective 1);
5. Assess and evaluate the ethical issues presented by the development and use of information systems (MBA Goal #4, Objective 1);

6. Texts, Readings, and Materials

There is no textbook for our MBA 5357 course. This course is based on the Case Method of Teaching & Learning. You will purchase a COURSE PACKET OF CASES that will comprise the required exercises for this course. Most assigned readings will be made available to you for free on Blackboard before each class. Any that are not distributed on Blackboard are included in the COURSE PACK. You will need to register with Harvard Business School Publishing in order to purchase your copy of the COURSE PACK online; ‘IT for Mgrs – Fall 2016’. Please visit http://cb.hbsp.harvard.edu/cbmp/access/51399986 to get your packet. A printed copy of the COURSE PACK is also available from HBSP for an additional fee.

7. Instructional Methods

1. This is a case-based discussion course that meets as scheduled to discuss assigned cases and readings. Your case assignments are in the schedule outline below, and additional articles will be provided and assigned online for each case. Your assignment prior to class will be to prepare the cases assigned for discussion and to review the articles assigned and post online a summary for each including the main theme(s) and a brief statement of the key points made in the article. These postings will be done using the Journaling feature of Blackboard.
2. Evaluation is based upon materials covered in lectures and the assigned readings and case discussions. You must read/prepare articles and cases assigned before EACH class. Several written cases are also assigned.
3. Grading for this Course: Generally speaking, most students who work diligently earn an A or a B in this course. Those who distinguish themselves in case discussions tend to make the higher marks overall. I evaluate student participation in case discussions at the end of each class and make notes accordingly. At midterm, I will give appropriate feedback to students regarding discussion performance to date.
4. Written cases must be 1) turned in and received prior to class on the due date, 2) sent via email as an email attachment, and 3) written in MS Word (that is, formatted as an MS Word Document). The subject line for your email submission must say ‘5357-Case#- your first & last name’, for example, ‘5357-Case1-CharlesDavis’, nothing more. I will confirm receipt of your paper via email within a day or two. If you do not receive confirmation within two days, then please contact me. Your graded written cases will be returned to you with comments also via email.
5. My job in this course is to raise the important questions. Your job is to answer those questions based upon your readings and our discussions. You need to be present and well prepared for each class; there is no final exam.
6. The grade of “F” will be awarded in any case of academic dishonesty, such as plagiarism, turning in work that is not your own, or otherwise cheating. You should turn in only YOUR OWN work and are expected to write your own papers. Failure to do this can NOT be tolerated.

8. Technology

1. You will need regular access to the Internet to check on any information or assignments posted on the Blackboard website for this course and to conduct research related to assigned cases, as needed.
2. This is a course in INFORMATION TECHNOLOGY MANAGEMENT, not a course in systems development or programming. Therefore, no other technology requirements for this course exist.

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1 Students will post themes and main points for each article assignment. Late postings cannot be accepted. One overall grade will be determined for Journal Postings at the end of the course.
9. Course Tentative Schedule:

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<tr>
<th>Dates</th>
<th>Topics</th>
<th>Readings / Case Study Assignments</th>
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</table>
| Unit 1  | 8/24/16                                                                | **Introduction to the Course**  
(Intro to the Course; Brief Overview of Computing History; Basic IT Theories; Plato vs. Aristotle)  
None.  (Implications of Moore’s Law) |
| Unit 2  | 8/31/16                                                                | **Corporate Knowledge Management**  
(Managing IT Infrastructure)  
Mastering the Three Worlds of IT (McAfee, 2006)  
The Collective Intelligence Genome (Malone, etc., 2010)  
| Unit 3  | 9/7/16                                                                 | **Managing Modern IT Infrastructure**  
(Net Neutrality)  
…Make Employee Networks Really Work (Cross, etc., 2010)  
Best Buy’s CEO… Love Social Media (Dunn, 2010)  
WOOQER – Making Business Social (2012) |
| Unit 4  | 9/14/16                                                                | **Corporate Culture & Enterprise Software**  
*This is WRITTEN CASE ASSIGNMENT 1.*  
(Enterprise-Wide IT Infrastructure)  
The Trouble with Enterprise Software (Rettig, 2007)  
How Fast and Flexible… (Davenport, port, etc., 2011)  
*Bombardier – Successfully Navigating the Turbulent Skies… (2012)  
*Bombardier – Successfully Navigating the Turbulent Skies… (2012) |
| Unit 5  | 9/21/16                                                                | **Business Systems Strategy & IT Governance**  
(Outsourcing IT Resources)  
Six IT Decisions Your IT People… (Ross, etc., 2002)  
The Mgr’s Guide to IT Innovation Waves (Swanson, 2012)  
Air Canada – Flying High with IT (2014) |
| Unit 6  | 9/28/16                                                                | **Sourcing, the Cloud, & Virtual Work**  
*This is WRITTEN CASE ASSIGNMENT 2.*  
(Cloud for Small to Medium Businesses)  
The Third Wave of Virtual Work (Johns, etc., 2013)  
What Every CEO Needs to Know… (McAfee, 2011)  
*IBM & Emerging Cloud-Computing Industry (2012)  
Exploration vs. Exploitation (Shih, 2013, in COURSE PACK)  
Two Routes to Resilience (Gilbert, etc., 2012)  
Why Your Project May Be Risk… (Flyvbjerg, etc., 2011)  
Is Your Project … a Black Hole? (Keil, etc., 2010)  
The ObamaCare Website (2014) |
| Unit 7  | 10/5/16                                                                | **Business Analytics & Big Data**  
(The Science Behind Watson)  
Analytics 3.0 (Davenport, 2013)  
Digital Ubiquity (Iansiti, etc., 2014)  
You May Not Need Big Data After All (Ross, etc., 2013)  
| 10/11/16| Fall Break – No Class                                                   |                                                                                                                          |
| Unit 8  | 10/12/16                                                                | **Enabling Business Transformation Using IT**  
*This is WRITTEN CASE ASSIGNMENT 3.*  
(Enterprise-Wide IT Infrastructure)  
Embracing Digital Technology (Fitzgerald, etc., 2013)  
Managing Change, One Day at a Time (Ferrazzi, 2014)  
Peking University People’s Hospital (2013)  
Microsoft IT India (Shih, etc., 2012, in COURSE PACK)  
Inside Ericsson: … Global IT-Enabled Change (Iveroth, 2010)  
IBM Canada LTD – Implementing Global Strategy (2010) |
| Unit 9  | 10/19/16                                                                | **IT as a Catalyst for Change Management**  
Managing Change, One Day at a Time (Ferrazzi, 2014)  
Peking University People’s Hospital (2013)  
Why Your Project May Be Risk… (Flyvbjerg, etc., 2011)  
Is Your Project … a Black Hole? (Keil, etc., 2010)  
The ObamaCare Website (2014) |
| Unit 10 | 10/26/16                                                                | **IT Project Management**  
Managing Change, One Day at a Time (Ferrazzi, 2014)  
Peking University People’s Hospital (2013)  
Why Your Project May Be Risk… (Flyvbjerg, etc., 2011)  
Is Your Project … a Black Hole? (Keil, etc., 2010)  
The ObamaCare Website (2014) |
| 11/9/16 | Dr. Davis at SAS Conference – No Class                                  |                                                                                                                          |
| Unit 11 | 11/2/16                                                                | **Deploying IT for Globalization**  
Microsoft IT India (Shih, etc., 2012, in COURSE PACK)  
Inside Ericsson: … Global IT-Enabled Change (Iveroth, 2010)  
IBM Canada LTD – Implementing Global Strategy (2010)  
Microsoft IT India (Shih, etc., 2012, in COURSE PACK)  
Inside Ericsson: … Global IT-Enabled Change (Iveroth, 2010)  
IBM Canada LTD – Implementing Global Strategy (2010) |
| Unit 12 | 11/16/16                                                                | **Exposures, Risks, & Securing IT**  
(Stuxnet)  
The Danger from Within (Upton, etc., 2014)  
Data’s Credibility Problem (Redman, 2013)  
The Vulnerability Economy (2014)  
The Danger from Within (Upton, etc., 2014)  
Data’s Credibility Problem (Redman, 2013)  
The Vulnerability Economy (2014) |
| Unit 13 | 11/30/16                                                                | **The New Managerial Machinery**  
(Death of Innovation; Key to Growth – Race with Machines; Ford’s Model T; Microsoft’s Productivity Vision for the Future; Boston Robotics)  
The End of Corporate Computing (Carr, 2005)  
First, Let’s Fire All the Managers (Hamel, 2011)  
Winning … Smarter Machines (Brynjolfsson & McAfee, 2012)  
Beyond Automation (Davenport & Kirby, 2015) |

NOTE: All Cases are included in the Course Pack; most Articles will be made available online in Blackboard prior to class. Any articles that are not available for distribution are included in the Course Pack.
10. Course Policies

- Attendance/lateness: If you are not in class, you cannot discuss the cases and articles and will receive a zero for class discussion for that day. This course begins at 5:30; don’t be late!
- Homework: Primarily reading and summarizing articles, and preparing cases, in preparation for class discussion. Three written cases are also assigned during the course, as well as maintaining a Journal as assigned.
- Class Participation: A CRITICAL component for success in this course. Be in class to participate
- Absences: After the second absence, each absence will result in a one letter grade reduction.
- Cell phones and Electronic Media other than Laptops: During lectures – must be turned off.
- Open laptops or other computers are a distraction in class and are not allowed … unless used ONLY for note-taking.

11. Student Grading Processes: (including weighting of factors)

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<tbody>
<tr>
<td>Class Participation in Discussions</td>
<td>40%</td>
</tr>
<tr>
<td>Three Written Cases @ 15% each</td>
<td>45%</td>
</tr>
<tr>
<td>Journal Entries</td>
<td>15%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

"It keeps me from looking at my phone every two seconds."

The Cameron School of Business at University of St. Thomas

Mission Statement. The Cameron School of Business will serve students of diverse backgrounds, providing them the necessary professional skills for a changing global economy, and instilling in them a deep appreciation for ethical behavior as the hallmark of a successful and fulfilling business career. The Cameron School will provide its students a timely and comprehensive business curriculum, with opportunities for specialized study in major business fields. The faculty will provide quality teaching, as this is the core of our mission. As an extension of our teaching mission, the faculty will engage in scholarly activity and service to the University, the profession, and the community

Academic Honesty. Ethical conduct is essential to a community of scholars and students searching for truth. Anything less than total commitment to honesty and honorable conduct undermines the efforts of the entire community. Academic integrity lies at the very heart of any institution of higher learning. In the Cameron School of Business, students and faculty are expected to commit to a code that exemplifies each individual's honor and integrity. Any conduct that violates this standard and betrays the respect of others is a matter of grave concern and, accordingly, is deemed unacceptable

Accommodations. The University of St. Thomas abides by the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, which stipulates that no student shall be denied the benefits of an education "solely by reason of a handicap." If you have a documented disability that may impact your performance in this class and for which you may require accommodations, you must be registered with and provide documentation of your disability to Counseling and Disability Services which is located on the second floor of Crooker Center. Contact 713-525-6953 or 713-525-3162 for further information.

ETS Major Field Test. This is a comprehensive test on business disciplines and will be administered in the capstone course of this program. Questions on topics from the core/required courses – including this course - will appear on the ETS Major Field Test.

Tutorial Services. Students are encouraged to consult with tutors at the Tutorial Services Center when completing assignments for this course. Based on the instructor’s assessment of the student’s work, the student may be required to work with the tutors at the Center to improve the student’s skills.