Day 1.2
Enterprise Applications
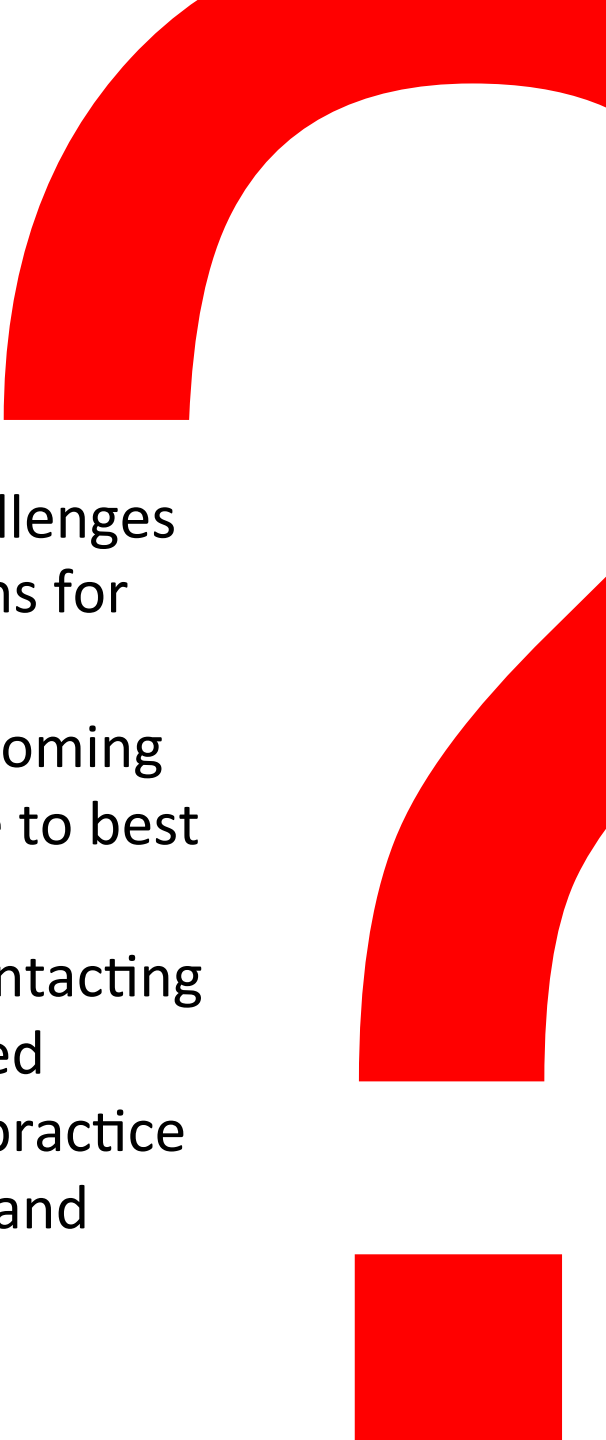
MIS5801 Spring 2016: Tokyo

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Breakout Session + Discussion:
In your group, discuss
STARS Air Ambulance

- Identify three or four of the most critical challenges facing the new CIO and make recommendations for how Khan can tackle each of these challenges.
- What should Kahn's objectives be for his upcoming meeting with the CEO and how can he prepare to best meet them?
- What should Kahn do about departments contacting their "favorite IS staff member" when they need technical assistance? How can he change this practice and still gain the trust and support of the CEO and other senior managers?

ENTERPRISE APPLICATIONS
Discussion TOPICS from READINGS:

What is a business process?

The benefits (and pitfalls) of process thinking

The the role of Enterprise Resource Planning systems.

The limitations of the single-system (ERP) approach.

The Business Process

What is it?

Why is it important?

How does it relate to information technology?

Systems Thinking Versus Process Thinking

Process Thinking	Systems Thinking
• Considering the system as a collection of independent processes	• Considering the system as a collection of integrated processes
• Decompose and optimize	• Synthesize and optimize

The role of the business process in each?

Two Competing Models

Organization

Enterprise System (ERP/CRM)

Accounting	Finance	Human Resources	Marketing	Manufacturing	Information Technology

Accounting

Information Technology

Finance

Organization

Human Resources

Manufacturing

Marketing

Enterprise Systems

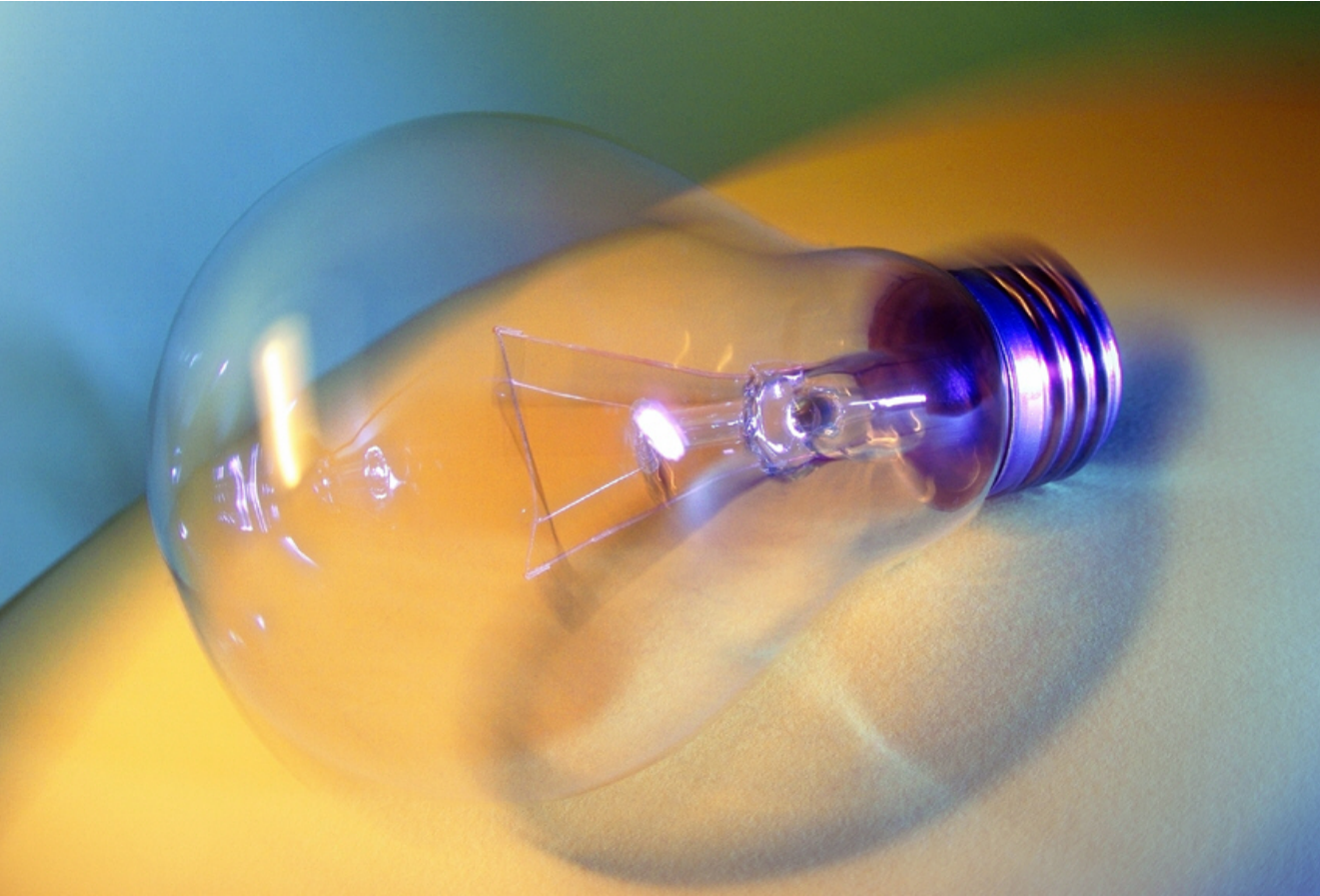Enterprise Resource Planning (ERP)

Customer Relationship Management (CRM)

What are the key goals?

What are the benefits?

What are the problems?

Enterprise Systems and Innovation

Do enterprise systems encourage or discourage innovation?

Enterprise Systems and the Modern Organization

Are enterprise systems consistent with changes in...

Mobile technology?

Social media?

A "flat" world?

The Future?

How do you think enterprise systems will evolve?

Breakout Session + Discussion:
In your group, discuss
CISCO SYSTEMS ARCHITECTURE

- Why was an ERP system important for Cisco? What problems was the ERP system supposed to solve? Why was it a management challenge?
- Discuss how the ERP project was "sold" to the board for approval. Specifically, what was their method of justification? How did they set an implementation timeline? Do you agree or disagree with the way they did this?
- What was Solvik's web strategy? How did the Internet and Intranet strategies tie in with the ERP project? Why was the ERP project essential for their web strategy to succeed?
- What makes a good manager for the projects described in this case? How high in the organization should the manager sit?