



MIS 3534 Strategic Management of Information Technology – Fall 2016

Executive Report #1 (10% of the Final Grade)

Final Report Due by Friday, October 7th, 11:59 PM EST

Draft due by Friday, Sep. 30th, 11:59 PM EST

Choose one topic among the three below and write a two-page executive report for a chief executive officer, who is either your superior or your consulting client.

Topic #1 – Talent Development Plan for CIO

Ms. Rebecca Rapport is a mid-level IT manager at IVK Corporation. She has a bachelor's degree in Engineering from an Ivy League university and has been working at IVK for the last 10 years. Her performance has been valued at an exceptional level throughout her tenure at IVK. Thus, she is regarded by many at IVK as a promising candidate for a Chief Information Officer position. While he considers her an executive material, Mr. Carl Williams, the CEO of IVK, worries that she does not have any business background in her credentials. Mr. Williams consults you about devising a talent development plan for Ms. Rapport. Your report has to have at least two or more options that Mr. Williams can accept. Also, make one recommendation for him and provide justification why your choice is the most effective alternative.

Suggested Readings

- The Adventures of an IT Leader, Page 35-37 and 83-87
- More CIOs Are Gaining Stature as Business Strategists – CIO Magazine
<http://www.cio.com/article/2389752/cio-role/more-cios-are-gaining-stature-as-business-strategists.html>
- 5 Ways CIOs Benefit from Facetime with Customers – CIO Magazine
<http://www.cio.com/article/2399360/data-center/5-ways-cios-benefit-from-facetime-with-customers.html>
- 10 Reasons Why You Should Get an MBA – CIO Magazine
<http://www.cio.com/article/2438551/continuing-education/10-reasons-why-you-should-get-an-mba.html>
- CIOs Share How They Made the Leap to CEO – CIO Magazine
<http://www.cio.com/article/2382358/leadership-management/cios-share-how-they-made-the-leap-to-ceo.html>

- What CEOs Expect from CIOs – CIO Magazine
<http://www.cio.com/article/2417598/ceo-role/what-ceos-expect-from-cios.html>

Topic #2 – Analytics in Trinity Health

Dr. Richard J. Gilfillan, the CEO and President of Trinity Health, consults you on Trinity Health's Digital Platform. He has been reading several news and magazine articles on business intelligence and "big data analytics," which fascinate him. He became convinced that the Common Digital Platform will provide an enormous opportunity for improving Trinity's competitiveness. He is asking how Trinity Health can utilize a vast amount of information assets at the Common Digital Platform to improve clinical care and operational performance of Trinity hospitals.

Your report should provide specific suggestions on how to take advantage of the Common Digital Platform in two areas – (i) improvement in clinical care quality and (ii) improvement in operational performance. These suggestions must be implementable immediately and cost-effective.

Suggested Readings

- Harrah's Entertainment – Jackpot! Using IT to Manage Customer Information – CIO Magazine <http://www.cio.com/article/2442186/it-organization/harrah-s-entertainment---jackpot--using-it-to-manage-customer-information.html>
- Equifax Eyes are Watching You – Big Data Means Big Brother – CIO Magazine <http://www.cio.com/article/2396021/business-intelligence/equifax-eyes-are-watching-you--big-data-means-big-brother.html>
- CIO 100 Winners Turn Analytics Into Money-Making New Products – CIO Magazine <http://www.cio.com/article/2456293/business-intelligence/cio-100-winners-turn-analytics-into-money-making-new-products.html>
- CIOs Have to Learn the New Math of Analytics – CIO Magazine <http://www.cio.com/article/2888471/business-analytics/cios-have-to-learn-the-new-math-of-analytics.html>
- 25 CIOs Transforming Healthcare – InformationWeek <http://www.informationweek.com/government/leadership/25-cios-transforming-healthcare/d/d-id/1104955?>
- How to Profit From the Ultimate Big Data Source – CIO Magazine <http://www.cio.com/article/2385814/big-data/how-to-profit-from-the-ultimate-big-data-source-the-weather.html?nsdr=true>

Topic #3 – Best Practices in IT-Strategy Alignment

Synthesize the three cases – Otis Elevator, Trinity Health, and PepsiAmericas (available from the class site), and write a list of best practices in IT-strategy alignment. Your report will be circulated to and read by a team of senior executives including CEO, CFO, and COO. Your report should include how successfully these three companies align IT management with business goals and make sure that IT supports and facilitates the execution of competitive strategies. Identify at least five best practices that your readers can immediately follow without much difficulty. This report cannot be a mere summary of the three cases and should contain your own ideas and framework.

Suggested Readings

Integrating Pfizer and Western Union with the above three cases will help earn a better grade.

- Pfizer's Future Depends on IT Transformation – CIO Magazine
<http://www.cio.com/article/2402892/developer/pfizer-s-future-depends-on-it-transformation.html>
- CIO Helps Civil War-Era Company Find Its Digital Future – CIO Magazine
<http://www.cio.com/article/2379573/leadership-management/cio-helps-civil-war-era-company-find-its-digital-future.html>
- IT Integration Strategy - Strategic Alignment – CIO Magazine
<http://www.cio.com/article/2440633/infrastructure/it-integration-strategy---strategic-alignment.html>
- CIO Pay Tied to Overall Business Success – CIO Magazine
<http://www.cio.com/article/2392701/salary/cio-pay-tied-to-overall-business-success.html>
- IT Provides Business Edge in Battle of Archrivals – CIO Magazine
<http://www.cio.com/article/2462173/it-organization/it-organization-146499-it-provides-business-edge-in-battle-of-archrivals.html?nsdr=true>

Submission Instruction (Read every instruction very carefully)

- **Due Date** : Submit your report into Blackboard by Friday, Oct. 7, 11:59:59 PM (Eastern Standard Time). This deadline is firm, and the instructor will not take any extraneous circumstance into consideration that occurs to you such as a PC malfunction or network outages.
- **Use of tables and/or figures** is highly recommended and graded as such.
- Refer a **sample executive report** and **best executive reports** from a previous semester that are posted on the class site.

- It is strongly recommended to search and use **further reference articles** from news or magazines on your own, in addition to the suggested readings listed above.
- **Length and Format** : Your report should be no longer than two pages including figures and tables. The instructor will not read and grade beyond the second page. Your report should be formatted in 11-point, Calibri (Microsoft Word default font), single spacing or more, and 1-inch margin in all four sides. A report that violates any of these formatting requirements will not be graded.
- **Collaboration** : This is an individual assignment. However, if you'd like, you may collaborate with no more than two classmates. Still, each should create and submit a separate report individually created on a different machine. In addition, every student in a group must mention whom he or she work with in the file. Otherwise, it will be considered an academic misconduct and reported to the University immediately.
- **Writing quality** is part of grading. Be careful with typos and unstructured sentences, with which your CEO or client would throw out your report. Make sure that your writing is as organized and polished as possible.
- The instructor will provide **a feedback on a draft** that is submitted by no later than Friday, Sep. 30, 11:59 PM. No feedback will be given on submission after this deadline.
- **Best Reports** : The instructor will choose one best report from each topic. The best reports will be awarded extra report credits and posted on the class site. A best report author will also be given a chance to present his or her work in-class as well as extra participation credits if he or she chooses to do so.
- **Late submission** is allowed, but there will be 10% penalty per each 24 hours. For example, if you submit a report on Oct. 10th and it is graded 80, a 30% penalty is imposed and you will get $80 \times (100-30)/100 = 56$. Therefore, your submission will be graded zero after Sunday, Oct. 16.
- **Plagiarism** : Blackboard SafeAssign detects plagiarism. Plagiarizing other work without citation in any circumstance will be reported to the University immediately as an academic misconduct.
- **Keep in mind that you are a professional consultant with hefty payment for writing this report.**