

**MIS 3534 – Strategic Management of Information Technology – Fall 2016**  
**Monday 5:30 – 8:00 PM, Alter Hall 032**

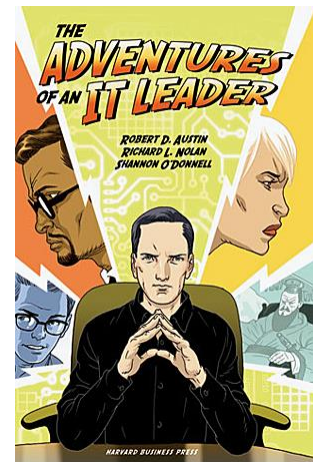
*Updated on Sep. 18 with new schedule*

**Instructor**

- Dr. Min-Seok Pang (Ph.D., University of Michigan)
- Speakman Hall 201E, [minspang@temple.edu](mailto:minspang@temple.edu)
- Office Hours: Monday, Thursday 3-5pm, or by appointment
- Course Web Site: <http://community.mis.temple.edu/mis3534fall2016/>

**Textbook and Required Materials**

- Austin, R.D., Nolan, R.L., and O'Donnell, S., **The Adventures of an IT Leader**, Harvard Business Publishing, 2009
- **Harvard Business Coursepack for MIS 3534** – available for purchase at <http://cb.hbsp.harvard.edu/cbmp/access/50797212>
- An hardcover textbook is available at Temple University Bookstore as well as at Amazon.com (<http://www.amazon.com/Adventures-IT-Leader-Robert-Austin/dp/142214660X/>)
- A Kindle version is available at Amazon.com as well (<http://www.amazon.com/Adventures-It-Leader-ebook/dp/B004OEIODI/>).



**Course Objective**

This is a discussion/case-based course with a managerial perspective on organizational information technology (IT) resources and strategies. Given the rapid advances in IT in recent decades and the transformative nature of IT in any functional area from accounting to marketing, IT is becoming an indispensable resource for not only improving organizational performance but also creating sustainable competitive advantages in virtually every industry.

Against this backdrop, this course helps students understand the inter-relationship between IT, strategic management, and business performance. It also aims at developing an ability to effectively communicate the crucial role of IT in competitive strategies in both verbal and written languages.

## Course Learning Goals

After successfully completing this course, students will be ready to begin a career as a capable business leader specialized in IT with excellent communication skills in both a written and a verbal language. Specifically, students will be able to explain the following to their executive superiors or consulting clients.

- How IT management should be aligned with competitive strategies
- How IT enables firms to create business opportunities and to formulate sustainable competitive strategies
- How IT resources contribute to value creation
- How to manage strategic IT outsourcing
- How to deal with risks borne out by IT resources and to secure organizations from them
- How to formulate and execute IT-driven competitive strategies
- What skills and capabilities IT leaders in business should possess

## Grading

### Weekly Reading Brief (15%) – 12 briefs in total

- Before each class, a student is required to write a brief of one required reading material (an IT Adventure chapter or a Harvard Business School case).
- A brief should be no more than 200-word long. The instructor will not read beyond 200 words.
- A student is allowed to miss up to two briefs. If he or she submits more than 10 briefs, the ones with the lowest grade will be dropped.
- A brief is due by 5:30pm every Monday. A late submission will not be graded.
- A reading brief is not required for the first class (Aug. 29).

### Executive Reports (40%) – Three reports, 10% (#1), 15% (#2), and 15% (#3)

- This is an individual assignment to write three consulting reports for senior executives.
- A report should be no more than 2-page long including figures and tables. The instructor will not read beyond the 2<sup>nd</sup> page.
- It has to be formatted with 11-point font, Calibri (Microsoft Words default font), single spacing or more, and 1-inch margin in all four sides. Any report that does not conform to this formatting requirement will not be graded.
- Three topics will be given two weeks before a due date. A student can choose any one topic amongst them for a report.
- The instructor will provide a feedback before the due date. To seek a feedback, a student needs to submit a draft no later than one week before the due date.
- (Collaboration) Students are encouraged (but not required) to collaborate with no more than two classmates. However, as this is an individual assignment, each student must submit a different individual report and disclose whom he or she worked with. Otherwise, it will be considered an academic misconduct, which will be immediately reported to the University.
- Writing quality will also be part of grading.

Homework (ROI Analysis) (15%) – 2 assignments, 7.5% each

- In this individual assignment, students will conduct a financial analysis with Excel to evaluate whether a given IT project will produce sufficient financial returns.
- Collaboration is NOT allowed for this assignment.
- Students will be required to submit one Excel file.

Participation (20%)

- Students are expected to actively participate in class discussions, activities, and debates.
- In-class and online participation will be graded equally. Details on online participation are below.
- (Self-Reporting Participation Grading) After each class, please submit a note with a name and remarks that you speak out in-class.
- Both frequency and quality are considered in participation grading.

Attendance (10%)

- A student is allowed to miss up to two sessions. However, use these chances only when it is needed!
- Do not forget sign in on a sign-up sheet every day. Forging a signature will result in a failure in this course and be reported immediately to the University as an academic cheating.
- Leaving the classroom before a class finishes without the instructor’s prior approval will void an attendance.

**Grade Scale**

94% - 100%	A
90% - 93.99%	A-
87% - 89.99%	B+
83% - 86.99%	B
80% - 82.99%	B-
73% - 79.99%	C+
65% - 72.99%	C
60% - 64.99%	C-
55% - 69.99%	D+
50% - 54.99%	D
< 50%	F

**Online Class Participation at MIS Community Site**

- This course uses MIS Community Site (<http://community.mis.temple.edu/mis3534fall2015/>) as an online class participation forum, which will be a good venue for those who miss a chance to participate in-class or feel hesitated to speak up during classes.
- A student can post his/her own opinions and thoughts on class topics, cases, and discussions.
- The instructor will weigh online participation as much as in-class participation.
- No more than three comments are allowed in one single day.
- Online participation closes on Wednesday, December 14 at 11:59pm.

## Course Policies

- A student can request a review of the grade within one class-period of the day the homework is graded. After that period, no grade will be revised.
- A student is required to keep all the graded materials that are returned till after the semester is over and he or she has checked the final grade. If there is a discrepancy between the instructor's records and the student's scores for any of the graded materials at any time, the instructor's records will be altered only if the student can produce the graded material that the instructor has returned to the student as evidence.
- Using laptops or tablets is allowed only for class-related activities such as reading textbooks or online materials or for in-class labs. Using them for other non-class activities including Web surfing or checking emails is prohibited. Should the instructor find a student using a laptop for personal use, he or she will be asked to turn off the laptop. Students are required to close laptops while the instructor plays a video.
- Keep monitoring announcements on the class site (<http://community.mis.temple.edu/mis3534fall2016/>).
- Email: Use @temple.edu email account for all correspondents with the instructor. Email messages sent from a non-Temple account may not be responded.
- Incident Weather: Generally, in case of incident weather, a class will not be canceled as long as the University is open.
- Cell phones should be turned off, muted, or turned to vibrate during class. Please do not send or receive texts, tweets, e-mail, etc. or other communications during class.
- Please arrive for class on time. Be advised that being late to class disturbs the peers' learning.
- Participation: In order to speak, please raise a hand and wait for the instructor's cue.

## Course Schedule

- This schedule is tentative and subject to change. Keep monitoring announcements.
- IT Adventures : The Adventures of an IT Leader
- MIT CISR : MIT Center for Information Systems Research Case (will be posted on the class site)
- HBS : A case or an article in the coursepack from Harvard Business Press

### Schedule at a Glance

#	Date	Topic	Required Reading for a Weekly Brief
1	Aug 29	<i>Introduction</i>	
	Sep 5	No Class (Labor Day)	
2	Sep 12	<i>IT and Competitive Strategy (I)</i>	HBS – Otis Elevator
3	Sep 19	<i>IT and Competitive Strategy (II)</i>	MIT CISR – Trinity Health
4	Sep 26	<i>Enterprise Architecture</i>	IT Adventures Ch. 16
	Sep 30	Executive Report #1 (draft) due	
5	Oct 3	<i>Business Value of IT (I)</i>	HBS – San Francisco Airport (Bring your laptop)
	Oct 7	Executive Report #1 (final) due	
6	Oct 10	<i>Cost of IT (I)</i>	IT Adventures Ch. 4 and 5 (Bring your laptop)
7	Oct 17	<i>Cost of IT (II)</i>	IT Adventures Ch. 8
	Oct 21	ROI Analysis Homework #1 due	
8	Oct 24	<i>Strategic IT Outsourcing</i>	IT Adventures Ch. 7 and 14
9	Oct 31	<i>IT Risk Management</i>	IT Adventures Ch. 10 and 11
	Nov 4	Executive Report #2 (draft) due	
10	Nov 7	<i>Business Value of IT (II)</i>	HBS – B&K Distributors (Bring your laptop)
	Nov 11	Executive Report #2 (final) due	
11	Nov 14	<i>IT-Driven Competitive Strategies (I)</i>	HBS – ITC eChoupal
	Nov 21	No Class (Thanksgiving Break) ROI Analysis Homework #2 due	
12	Nov 28	<i>IT-Driven Competitive Strategies (II)</i>	HBS – Airbnb
	Dec 2	Executive Report #3 (draft) due	
13	Dec 5	<i>IT and Your Career</i>	IT Adventures Ch. 18
	Dec 9	Executive Report #3 (final) due	
	Dec 12	No Class (Instructor travels for conference)	

### Detailed Schedule

#### Week 1 (August 29) – Introduction

- Recommended Reading
  - IT Adventure Chapter 1 – “The New CIO”
  - IT Adventure Chapter 2 – “CIO Challenges”
  - Harvard Business Review – “Investing in the IT That Makes Difference” by A. McAfee and E. Brynjolffson
  - CIO Magazine – “CIO 100 Winners Turn Analytics Into Money-Making New Products” <http://www.cio.com/article/2456293>

CIO Magazine – “6 Ways CIOs Can Make Peace with CMOs”  
<http://www.cio.com/article/2395559/>

Week 2 (September 12) – IT and Competitive Strategy (I)

- Required Reading HBS Case – “Otis Elevator”
- Recommended Reading Harvard Business Review – “The Five Forces That Shape Strategy” by M.E. Porter  
MIT CISR Case – “PepsiAmericas: Building an Information Savvy Company”

Week 3 (September 19) – IT and Competitive Strategy (II)

- Required Reading MIT CISR – “Trinit Health”
- Recommended Reading Harvard Business Review – “The Core Competence of the Corporation” by C.K. Prahalad and G. Hamel  
CIO Magazine – “Pfizer’s Future Depends on IT Transformation”  
<http://www.cio.com/article/692715/>

Week 4 (September 26) – Enterprise Architecture

- Required Reading IT Adventure Chapter 16 – “Standardization and Innovation”
- Recommended Reading Kellogg School of Management Case – “Strategic IT Transformation at Accenture”  
MIT CISR – “Enterprise Architecture: Driving Business Benefits from IT” by J.W. Ross  
CIO Magazine – “CIOs in Search of IT Simplicity”  
<http://www.cio.com/article/708393/>  
CIO Magazine – “What CIOs Should Do About Rogue IT”  
<http://www.cio.com/article/2404919/>  
Government Technology – “Shared and Regional Services Are on the Rise” <http://www.govtech.com/pcio/Shared-and-Regional-Services-Are-on-the-Rise.html>

Week 5 (October 3) – Business Value of IT (I)

- Required Reading Kellogg School of Management Case – “San Francisco Airport”
- Recommended Reading IT Adventure Chapter 3 – “CIO Leadership”  
MIT CISR Case – “PepsiAmericas: Building an Information Savvy Company”  
MIT Sloan Management Review – “Generating Premium Returns on Your IT Investments” by P. Weill and S. Aral  
CIO Magazine – “Innovative CIOs Show How to Make Money with IT”  
<http://www.cio.com/article/722526/>

Week 6 (October 10) – Cost of IT (I)

- Required Reading IT Adventure Chapter 4 – “The Cost of IT”  
IT Adventure Chapter 5 – “The Value of IT”
- Recommended Reading CIO Magazine – “CIO Pay Tied to Overall Business Success”  
<http://www.cio.com/article/715073/>

Week 7 (October 17) – Cost of IT (II)

- Required Reading IT Adventure Chapter 4 – “The Cost of IT”  
IT Adventure Chapter 8 – “IT Priorities”
- Recommended Reading HBS Case – “Volkswagen of America: Managing IT Priorities”  
CIO Magazine – “CFO Says IT Not a Cost Center”  
<http://www.cio.com/article/8119>

Week 8 (October 24) – Strategic IT Outsourcing

- Required Reading IT Adventure Chapter 7 – “The Runaway Project”  
IT Adventure Chapter 14 – “Vendor Partnering”
- Recommended Reading MIT Sloan Management Review – “The Hidden Cost of Outsourcing”  
by J. Barthelemy  
CIO Magazine – “Outsourcing Declines, Are IT Jobs Coming Back?”  
<http://www.cio.com/article/706120>

Week 9 (October 31) – IT Risk Management

- Required Reading IT Adventure Chapter 10 – “Crisis”  
IT Adventure Chapter 11 – “Damage”
- Recommended Reading IT Adventure Chapter 17 – “Managing Risk”  
Bloomberg BusinessWeek – “How Target Blew It”  
<http://www.bloomberg.com/bw/articles/2014-03-13/target-missed-alarms-in-epic-hack-of-credit-card-data>  
HBS Case – “iPremier: Denial of Service Attack”  
Harvard Business Review – “The Myth of Secure Computing” by R.D. Austin and C.A.R. Darby  
CIO Magazine – “Boards are on High Alert over Security Threats”  
<http://www.cio.com/article/2909262/>  
CIO Magazine – “How to Be a Better Leader in a Disaster”  
<http://www.cio.com/article/685307>

Week 10 (November 7) – Business Value of IT (II)

- Required Reading HBS Case – “B&K Distributors”

Week 11 (November 14) – IT-Driven Competitive Strategies (I)

- Required Reading HBS Case – “ITC eChoupal”
- Recommended Reading CIO Magazine – “More CIOs Are Gaining Stature As Business Strategists” <http://www.cio.com/article/723858>  
CIO Magazine – “CIOs Who Serve on Boards Sharpen Their Business Skills” <http://www.cio.com/article/2376869>  
CIO Magazine – “Top CIOs Get Deeply Involved in Merger Deals”  
<http://www.cio.com/article/2465169/>

Week 12 (November 28) – IT-Driven Competitive Strategies (II)

- Required Reading HBS Case – “Airbnb A”
- Recommended Reading Harvard Business Review – “Pipelines, Platforms, and the New Rules of Strategy” <https://hbr.org/2016/04/pipelines-platforms-and-the-new-rules-of-strategy>

Week 13 (December 5) – IT and Your Career

- Required Reading IT Adventure Chapter 18 – “Looking Forward”
- Recommended Reading CIO Magazine – “Top CIOs Predict the Five-Year Future of the CIO”  
<http://www.cio.com/article/2397307/>  
CIO Magazine – “Why Some CIOs Have More Staying Power Than Others” <http://www.cio.com/article/2391404>  
The Atlantic – “Why Workers Are Losing the War against Machines,”  
<http://www.theatlantic.com/business/archive/2011/10/why-workers-are-losing-the-war-against-machines/247278/>

**Academic Integrity – ZERO TOLERANCE**

Plagiarism and academic dishonesty can take many forms. The most obvious is copying from another student’s materials, but the following are also forms of this:

- Copying materials directly from the Internet (or another source) without a proper citation crediting the author
- Turning in an assignment from a previous semester as if it were your own
- Having someone else complete your assignment and submitting it as if it were your own
- Signing someone else’s name to an attendance sign-in sheet
- Use of assignments completed in one class as any part of a project assigned in another class
- Sharing/copying homework assignments.
- Use of unauthorized notes during an examination
- In cases of cheating, both parties will be held equally responsible, i.e. both the student who shares the work and the student who copies the work.

There will be zero tolerance for blatant plagiarism or any other type of academic dishonesty. In particular, plagiarizing someone’s work (be it a classmate’s or on the Internet) is strictly prohibited. SafeAssign on Blackboard will detect suspicious plagiarizing. Under this zero tolerance policy, in any occurrence of academic cheating, a formal complaint will immediately be filed with the University Discipline Committee (UDC). This incident will be listed on the student’s permanent academic record. The instructor will not discuss the penalty for violating this policy and simply direct the student to this paragraph in the class syllabus.

As stated above, while collaboration with one or two classmates is allowed, all deliverables must be individual work. In other words, they must be created individually on a different machine. In case that submitted files are strongly suspected to be work of one single person, both the student who provides a file and the one who plagiarizes will be reported to the University, regardless of collaboration and disclosure of it, and the instructor will recommend the same sanction. Thus, it is strongly suggested not to share any file for submission with classmates.



### **Academic Honesty**

Temple University believes strongly in academic honesty and integrity. Plagiarism and academic cheating are, therefore, prohibited. Essential to intellectual growth is the development of independent thought and a respect for the thoughts of others. The prohibition against plagiarism and cheating is intended to foster this independence and respect.

Plagiarism is the unacknowledged use of another person's labor, another person's ideas, another person's words, another person's assistance. Normally, all work done for courses -- papers, examinations, homework exercises, laboratory reports, oral presentations -- is expected to be the individual effort of the student presenting the work. Any assistance must be reported to the instructor. If the work has entailed consulting other resources -- journals, books, or other media -- these resources must be cited in a manner appropriate to the course. It is the instructor's responsibility to indicate the appropriate manner of citation. Everything used from other sources -- suggestions for organization of ideas, ideas themselves, or actual language -- must be cited. Failure to cite borrowed material constitutes plagiarism. Undocumented use of materials from the World Wide Web is plagiarism.

Academic cheating is, generally, the thwarting or breaking of the general rules of academic work or the specific rules of the individual courses. It includes falsifying data; submitting, without the instructor's approval, work in one course which was done for another; helping others to plagiarize or cheat from one's own or another's work; or actually doing the work of another person.

The penalty for academic dishonesty can vary from receiving a reprimand and a failing grade for a particular assignment, to a failing grade in the course, to suspension or expulsion from the University. The penalty varies with the nature of the offense, the individual instructor, the department, and the school or college.

Students who believe that they have been unfairly accused may appeal through the School or College's academic grievance procedure. See Grievances under Student Rights in this section.

Source: Temple University Undergraduate Bulletin, 2006-2007. Available online at:

[http://www.temple.edu/bulletin/Responsibilities\\_rights/responsibilities/responsibilities.shtm#honesty](http://www.temple.edu/bulletin/Responsibilities_rights/responsibilities/responsibilities.shtm#honesty)