**Google, Inc.**

1. The case describes several of Google’s “products” (search engine, Gmail, Google Earth).
   1. What do they have in common?
   2. What is Google’s line of business?
2. What is Google’s revenue model (how do they make money)?
   1. Who are its customers?
   2. With this in mind, what is Google’s real product?
3. Based on the material in the case, does Google’s have a strategy?
   1. If so, describe that strategy and evaluate its strengths and weaknesses.
   2. If not, discuss whether they need one.
4. The last section of the case is titled “What Should Google Do?”
   1. What is your answer (it doesn’t have to be one of the options described in the case)? Make sure you explain why you chose that course of action.

**STARS Air Ambulance: An Information Systems Challenge**

1. Identify three or four of the most critical challenges facing new CIO Sharaz Kahn.
   1. For each challenge, would you classify it as a technical challenge or an organizational challenge? What is the strategic implication of that distinction?
   2. How can Systems Thinking inform how Kahn addresses these challenges?
2. What should Kahn’s objectives be for his upcoming meeting with the CEO (in other words, what is the purpose of the meeting for Kahn)?
   1. How can he prepare to best meet each objective?
   2. What resistance might he get from the CEO? How should he deal with that resistance?
3. Currently, departments contact their “favorite IS staff member” when they need technical assistance?
   1. Explain why this is a problem by discussing the organizational and strategic implications of this practice.
   2. How can he change this practice and still gain the trust and support of the CEO and other senior managers?

**Cisco Systems Architecture: ERP and Web-enabled IT**

1. Why was an ERP system important for Cisco?
   1. What problems was the ERP system supposed to solve? Why was it a management challenge?
   2. Is ERP consistent with a “Systems Thinking” approach to IT strategy? Explain.
2. Discuss how the ERP project was “sold” to the board for approval.
   1. Specifically, what was their method of justification?
   2. How did they set an implementation timeline?
   3. Do you agree or disagree with the way they did this?
3. What was Solvik’s web strategy?
   1. How did the Internet and Intranet strategies tie in with the ERP project?
   2. Why was the ERP project essential for their web strategy to succeed?
4. What makes someone a good manager for the projects described in this case?
   1. How high in the organization should the manager sit? To whom should the manager report? Discuss by analyzing two or three different possibilities?
   2. Is it necessary to integrate the heads of Cisco’s various business units into the project? If so, how would you do it?

**Amazon Web Services**

1. Describe the four major web services described in the case offered by Amazon.com.
   1. What does each service do?
   2. Why would a company use these services from Amazon instead of maintaining their own infrastructure? Compare the pros and cons.
2. Assume you are the CIO of a hospital.
   1. Would you recommend using Amazon, or other similar, cloud-based services, to host your applications and data? Justify your answer.
   2. If you used these services, what precautions would you take to protect yourself against failures?
3. Discuss how Amazon’s Web Services represent a disruptive business strategy.
   1. Which companies and industries are they disrupting? How are those companies and industries being disrupted?
   2. Who are their competitors? Are they well-positioned against them?

**Radiohead: Music at Your Own Price (A and B)**

1. How did Radiohead sell their album “In Rainbows”?
   1. Was it successful? Back up your conclusion with evidence.
   2. What problems could this create for other artists?
2. Compare the disruptive effects of digital content in the music and book publishing industries.
   1. What are the similarities and differences?
   2. What “signals of change” did Amazon respond to in creating the Kindle?
   3. Why do you think it was more difficult for the record labels than the book publishers to respond to the “signals of change” in their industries?
3. How might Radiohead’s experiment in music distribution be disruptive to Amazon.com?
   1. Compare the threat to Amazon to the threat to iTunes.
   2. Evaluate crowdfunding’s role in shaping the future of the digital publishing industry.