FOX | Global MBA

MIS 5302 – Managing Technology & Systems – Spring 2017
## Tuesday, 1 – 4 PM, Alter Hall 745

As of March 2, 2017. Subject to change

Instructor

- Dr. Min-Seok Pang (Ph.D., University of Michigan)
- Assistant Professor of MIS, Fox School of Business
- Speakman Hall 201E, minspang@temple.edu, 215-204-3059
- Office Hours – Tuesday 11 AM – 1 PM and 4 – 5 PM or by appointment

Textbook and Required Materials

- Austin, R.D., Nolan, R.L., and O'Donnell, S., **The Adventures of an IT Leader** (Updated Edition), Harvard Business Publishing, 2016 (https://www.amazon.com/Adventures-Leader-Updated-Preface-Authors-ebook/dp/B01BO6QMDW/)
- **Harvard Business Coursepack for MIS 5302** – available for purchase at Harvard Business Publishing site at http://cb.hbsp.harvard.edu/cbmp/access/61897822
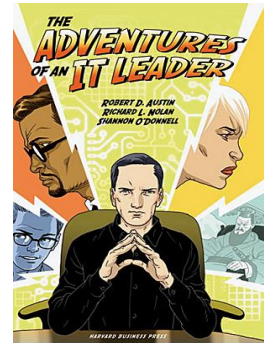
Course Objective

Organizations that strategically select, manage, and deploy digital business models prosper in the global economy. Students will use systems and business process thinking to create and analyze strategies for technology-enabled organizational and industry transformation. They will map systems and processes and propose innovative solutions for new and existing business initiatives to leverage enterprise, consumer, and social technologies.

This is a discussion/case-based course with a managerial perspective on information technology (IT) and competitive 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 competitiveness. It also aims at developing an ability to effectively communicate the crucial role of IT in competitive strategies in both verbal and written languages.

Program Competencies

- PO1: Financial Acuity
- PO2: Business Reasoning
- PO3: Opportunity Response

- PO4: Influential Communication
- PO5: Leadership
- PO6: Cross-Cultural Effectiveness
- PO7: Ethical Management

Course Learning Goals

After successfully completing this course, students will be ready to begin a career as a capable business leader with a sufficient understanding of the transformative potential of IT in business. At the end of this course, before their executive superiors or consulting clients, students will be able to:

- CO1: Explain the critical importance of IT for competitive advantages (PO2, PO3)
- CO2: Describe how IT management should be aligned with competitive strategies (PO3, PO5)
- CO3: Discuss how IT enables firms to create business opportunities and to formulate sustainable competitive strategies (PO2, PO5)
- CO4: Explain how IT contributes to improvement in business performance and value creation (PO1, PO3)
- CO5: Identify the role of senior management in IT management (PO2, PO5)
- CO6: Explain how to deal with risks borne out by IT resources and to secure organizations from them (PO4, PO5, PO7)
- CO7: Summarize how to formulate and execute IT-driven competitive strategies (PO2, PO5)
- CO8: Discuss how to prepare for future career in the digital age (PO4, PO5)

Grading

Item	Weight
Reading Briefs (7)	25%
Executive Reports (2)	50%
Presentation and Participation	25%
Total	**100%**

Reading Brief (25%)

- Before each session, a student is required to write a brief of required reading materials that answer three or four questions from each reading.
- A brief should be no more than 200-word long. The instructor will not read beyond 200 words.
- A brief is due by 1 PM every Tuesday. A late submission will not be graded.
- Grading Rubrics: Completion (70%), Grammar & Mechanics (30%)

Executive Reports (50%) – Two reports, 25% each

- This is an individual assignment to write two 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 2nd 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.
- Six to seven topics will be provided. A student can choose any two topics for the reports.

- Two Executive Reports are due by <u>Monday, May 8, 11:59 PM EST</u>. 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.
- Late submission is allowed, but there will be 10% penalty per each 12 hours. For example, if you submit a report in the morning of May 10, and it is graded 90, a 30% penalty is imposed and you will get 90 × (100-30)/100 = 63. Therefore, your submission will be graded zero after 12 PM, May 13.
- <u>Grading Rubrics</u> : Organization, Originality of Ideas, Addressing the issue, Strategic Recommendations, Grammar & Mechanics (20% each)
- (Optional) The instructor will provide a feedback before the due date. To seek a feedback, a student needs to submit a draft by Friday, April 28, 11:59 PM.

<u>Presentation and Participation (25%)</u>

- Students are expected to actively participate in class discussions, activities, and debates.
- Students can volunteer to present a recommended reading.
- Both frequency and quality are considered in participation grading.
- In-class and online participation will be graded equally. Details on online participation are below.

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

Course Policies

- <u>Using laptops or tablets</u> is allowed only for class-related activities such as reading textbooks or online materials or for in-class activities. 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.
- Email: Use @temple.edu email account for all correspondents with the instructor. Email messages sent from a non-Temple account may not be responded.
- <u>Inclement Weather</u>: Generally, in case of inclement weather, a class will not be canceled as long as the University is open.
- <u>Cell phones</u> 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.
- <u>Participation</u>: In order to speak, please raise a hand and wait for the instructor's cue.

Online Class Participation

- Students are encouraged to participate in online discussion forums, which will be a good venue for those who miss a chance to participate in-class or feel hesitated to speak up.
- One or two online discussion topics will be posted after each session.
- The instructor will weigh online participation as much as in-class participation.
- No more than three posts are allowed in one single day.
- Online participation closes on Wednesday, May 3 at 11:59pm.

Course Schedule

- This schedule is <u>tentative</u> and subject to change. Keep monitoring announcements.
- <u>IT Adventures</u> : The Adventures of an IT Leader
- <u>HBS</u> : A Harvard Business School case in the coursepack from Harvard Business Publishing
- <u>HBR</u> : An article from Harvard Business Review (available in the coursepack)

Schedule at a Glance

Date	Topic	Required Reading for Reading Briefs (due by 1 PM)
Mar 21	*Introduction*	IT Adventures Ch. 1 and 2
Mar 28	*IT and Competitive Strategies*	HBS Case – Otis Elevator
Apr 4	*Value and Cost of IT*	IT Adventures Ch. 4, 5, and 8
		HBS Case – Volkswagen of America
Apr 11	*IT Risk Management*	IT Adventures Ch. 10, 11, and 18
Apr 18	*IT-Driven Competitive Strategies*	HBS Case – Airbnb
Apr 25	*IT and Your Career*	Foreign Affairs – Will Humans Go the Way of Horses

Detailed Schedule

Session 1 (March 21) – Introduction

- Learning Objective – Explain why senior executives should know about IT (CO1, CO2, CO6)
- Required Reading
  - o IT Adventures Ch. 1 and 2
- Recommended Readings
  - o HBR – Investing in IT That Makes a Competitive Difference
  - o CIO Magazine – We Mean Business (June/July 2016 issue)
- Class discussion questions
  - o Why is this course a core for Fox GMBA?
  - o Why is IT critical for business success?
  - o Why is the role of CIO?
- Group discussion – Examples of catastrophic IT failures
- Mock job interview – IVK CIO position

MIS 5302 Spring 2017 Syllabus – Prof. Min-Seok Pang

Session 2 (March 28) – IT and Competitive Strategies
- Learning Objective – Discuss how IT plays an enabling role in implementing competitive strategies (CO1, CO2)
- Required Reading
  o HBS Case – Otis Elevator
- Recommended Reading
  o HBR – The Five Competitive Forces That Shape a Strategy
- Class discussion questions
  o Why does Otis transform itself from a manufacturing to a service company?
  o How does e*Logistics support this move?
- Group discussion – Changes in Otis business processes from e*Logistics

Session 3 (April 4) – Value and Cost of IT
- Learning Objective – Describe how to manage IT investments (CO3, CO4)
- Guest Speaker – Dale Danilewitz, CIO, AmerisourceBergen
- Required Readings
  o IT Adventures Ch. 4, 5, & 8
  o HBS Case – Volkswagen of America
- Recommended Reading
  o MIT SMR – Generate Premium Returns on Your IT Investments
- Class discussion questions
  o What is an appropriate funding model for IT investments?
  o Why do competitive strategies matter for IT investments?
- Group debate – Which IT project to fund
- Group discussion – Prisoner's dilemma

Session 4 (April 11) – IT Risk Management
- Learning Objective – Identify how to protect organizations from IT risks and how to respond to threats (CO5, CO6)
- Required Reading
  o IT Adventures Ch. 10, 11, and 18
- Recommended Readings
  o IT Adventures Ch. 9
  o HBR – Information Technology and Board of Directors
  o Businessweek – How Target Blew It
- Class discussion questions
  o How to communicate the security incidents in Ch. 10 to external stakeholders?
  o What went wrong at IVK? What caused the incidents in Ch. 10?
  o What are the tradeoffs and consideration in IT risk management?
- Group discussion – Diagnosis of the incidents in Ch. 10
- Group debate – How to respond to the security incidents in Ch. 10

Session 5 (April 18) – IT-Driven Competitive Strategies
- Learning Objective – Discuss how to devise new competitive strategies with IT that can disrupt industries and competition (CO1, CO3, CO7)

- Required Reading
  - HBS Case - Airbnb
- Recommended Readings
  - HBR – Platforms and the New Rules of Strategy
  - HBR – Break Your Industry's Bottleneck
- Class discussion questions
  - Why are Amazon.com, Airbnb, and Uber so disruptive?
  - How to manage a two-sided platform?
- Business simulation game – Two-sided platform

Session 6 (April 25) – IT and Your Career
- Learning Objective – Explain how to survive throughout your career from the disruptive forces of IT on jobs (CO8)
- Required Reading
  - Foreign Affairs – Will Humans Go the Way of Horses
- Recommended Readings
  - MIT Technology Review – How Technology Is Destroying Jobs
  - HBR – The Giant Decoupling
- Class discussion questions
  - Why is a "jobless recovery" happening?
  - How do automation and outsourcing destroy jobs?
  - How will you be prepared in the age of automation?
- Group discussion – What kind of jobs are vulnerable to automation and outsourcing
- Group discussion – How to reform education systems in the age of automation

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.

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 Bulletin,
http://www.temple.edu/bulletin/responsibilities_rights/responsibilities/responsibilities.shtm

Disability Statement

Any student who has need of accommodation based on the impact of a disability should contact me privately to discuss the specific situation as soon as possible. Contact Temple University's Disability Resources and Services (DRS) office at (215)204-1280 at 100 Ritter Annex to coordinate accommodations for students with documented disabilities. Please contact your instructor and the DRS within the first week of class, at the beginning of the semester. DRS will establish your needs, and make necessary arrangements with faculty. If you choose not to contact DRS, and have difficulty, you will be unable to receive accommodations retroactively, once exams are completed and/or course grades are submitted. Such decisions are made jointly between the DRS office and the instructor, at their discretion based on circumstances. Accommodation letters must be received by the instructor during the first two weeks of the semester.