

**MIS 373 Business Process Excellence**  
**Fall 2011**  
**Unique Number: 04015**

<b>Instructor</b>	Kit Webster – <a href="mailto:francis.webster@mcombs.utexas.edu">francis.webster@mcombs.utexas.edu</a> Information, Risk, & Operations Management (IROM) Department
<b>Class times</b>	TTh 2:00 PM – 3:30 PM
<b>Class location</b>	GSB 5.153
<b>Office</b>	CBA 3.410
<b>Mailbox</b>	IROM Department, CBA 5.202
<b>Phone</b>	(512) 658 9776
<b>Office Hours</b>	TTh 11:30 – 12:30 and by appointment (email for appointments) Although I will endeavor to keep office hours, due to other commitments, it is important that you email to ensure that I will be available.

**Teaching Assistant**

**Course Description**

Businesses must continually respond to changes in their operating environments caused by customer demands, competitive pressures, changes in regulation, and changes in macroeconomic cycles.

Information technology is a critical enabler of improvements in business processes.

MIS 373, BPE, will provide the conceptual, strategic and tactical bases for analyzing the present business environment; targeting a future business environment based on identification of objectives and stakeholders; evaluating required changes and associated risk; identifying the role of information technology; integrating those changes; and measuring the results of change, including the identification of unintended consequences.

Business Process Excellence will primarily be based on case studies and “real world” instances in which business processes were changed, for better and for worse.

Focus will alternate between the strategic, high-level view and the tactical, on-the-ground view of process change. While students will be introduced to the tools used in planning for and implementing change, the emphasis will be on the formation of mental models of how human systems work in the corporate environment which can be applied as tools and technologies change over time.

The course will present a business perspective (rather than a technical perspective), and will highlight best practices as well as classic mistakes in IT-supported business process management and business process improvement.

Because the course is primarily case-based, students will be expected to participate extensively in class discussions.

**Prerequisites**

None

**Required Readings**

*MIS 373 – Business Process Excellence Course Packet*, available from Harvard Business School. <http://cb.hbsp.harvard.edu/cb/access/9905543>

**Class Website**

- Announcements, assignments, course schedule, additional readings and other information are available at Blackboard <http://courses.utexas.edu/>. Log in using your UT EID and select **11F-18-Business Process Excellence (04015)**.

**Academic Rigor and MIS 373 Business Process Excellence**

In 2003, the McCombs School faculty developed a strategic plan for “Leading in the 21<sup>st</sup> Century.” <http://www.mcombs.utexas.edu/strategicplan/>. The mission of the McCombs School of Business is to educate the business leaders of tomorrow while creating knowledge that has critical significance for industry

and society, and our goal is to become the best public business school in the nation. To accomplish that goal, the school is focusing on six strategic initiatives. One of those initiatives is to "Increase the rigor of our BBA Program to match the capabilities of our undergraduate student body." The rigor of this course has been increased to match that key strategic initiative. This means that you can expect a substantive workload of reading, homework, and critical thinking.

<b>Weights for Grading</b>	<b>Points</b>
Individual class participation	400
Individual case study write-ups	500
Pop quizzes	<u>100</u>
Total	<u>1,000</u>

Grades will be curved.

### **Class Participation and Quizzes**

It is probably obvious that in a class based on cases that review of the cases is critical. It is expected that every student be prepared to discuss every case in class and to be ready to argue their approach to the case.

It is important that you come to class ready to join the discussion on the day's reading. Your collective knowledge and experience add to the class learning, so everyone will share the job of keeping the discussion moving and productive. Students will be cold called, so it is in your best interest to come prepared and actively participate. In evaluating the quality of your class participation, I will take the following into consideration:

- Useful arguments expressed coherently and succinctly
- Good analysis supported by case facts or your own experience
- Constructive disagreement
- Readiness to contribute when called upon
- Willingness to let others speak and, in fact, encourage them to speak – the value of the learning will further increase if we hear from everyone, not just the eager few
- Arrival on time for class

A quality contribution presents the case facts in a concise manner, applies theories, frameworks, and insights from readings, lectures and other case discussions to the current case, analyzes similarities and differences between the case situation and one's own experiences, builds on or criticizes constructively others' contributions, generalizes from case facts and makes managerial recommendations for similar situations, and poses pertinent questions to the class. Speaking without adding value is not a quality contribution.

I will make every effort to enable consistent participation from all students.

Participation in every class by all 40 members of the class would be unproductive, so that participation scores will be curved.

To enable accurate recording of participation, students are required to display name cards during every class and to attempt to sit in the same seat over the course of the semester.

There will be several short unannounced multiple-choice or short essay quizzes on assigned class readings and other class material. Because quizzes are related to class attendance, there are **NO MAKE-UPS** if you miss class or come in late. However, the two lowest pop quiz grades will be dropped.

(By UT Austin policy, you must notify me of your pending absence at least fourteen days prior to the date of observance of a religious holy day. If you must miss a class, an examination, a work assignment, or a project in order to observe a religious holy day, you will be given an opportunity to complete the missed work within a reasonable time after the absence.)

### **Individual Case Write-Ups**

A case write-up is due from every student to be submitted to the TA by email or physically in class before the class in which the case is to be discussed. **CASE WRITE-UPS WILL NOT BE ACCEPTED AFTER CLASS BEGINS.** Case write-ups will typically consist of answers to questions on each case posted to Blackboard.

Good write-ups apply theories, frameworks and insights from readings, lectures and other case discussions to the current case, and identify similarities and differences between the case situation and one's own personal experiences.

The write-ups should be at least two pages in length, typed using a 10-12 point font, single-spaced, and include your name and UT EID in the header/title.

Case write-ups should focus on the answers to questions for the case and include only as much background as necessary for the coherence of the response.

Since there is no single right answer for the case questions, grading will be largely subjective relating to the application of class concepts to the case answers.

### **Exams**

There will be no exams

### **Appeal Process**

You must submit your request for an appeal of a grade within one week from when it was returned to you. Write up your appeal and put in my mailbox in the IROM department office, CBA 5.202.

Appeals will be granted only in the event of a miscalculation of the final grade; there will be no subjective grade adjustments, so don't ask.

### **Tape recorders and NO LAPTOP Policy**

Please do not tape record during class. Please turn cell phones, pagers, iPods, and other devices OFF during class time.

Based on strong feedback from previous students, the **use of laptops is not allowed** in this class. This is a simple rule; please respect it. (FYI, the same rule applies to ALL McCombs MBA classes, so you are in good company.) I recognize that some students prefer to take notes electronically on PPT slides. However, there is no way to stop students from checking email or stocks, texting, playing games, going on Facebook, or surfing the web if laptops are allowed. The quality and flow of discussion is affected when people engage with laptops in these ways, and it distracts students who want to participate. PPT slides will be available on Blackboard in time for you to bring copies to class.

### **Blackboard Use**

Your use of Blackboard's email should be for **course-related messages only**; please see UT Austin's Acceptable Use Policy. Messages such as selling football tickets and posting party invites are not considered course-related unless your instructor has specifically allowed this usage for his/her class. Violations of the

UT Austin Acceptable Use Policy will be vigorously pursued. Violators may face disciplinary action including, but not limited to verbal warnings, negative impact on grades, or loss of email privileges. For information on reporting emails that you believe violate the policy, please see the UT Acceptable Use Policy site at [http://www.utexas.edu/academic/blackboard/answers/email\\_abuse.html](http://www.utexas.edu/academic/blackboard/answers/email_abuse.html).

### **Scholastic Dishonesty Policy**

I take this issue very seriously.

**Any dishonesty—such as cheating, false representation, plagiarism, etc.—that comes to my attention will result in an F in the course.**

The University defines academic dishonesty as cheating, plagiarism, unauthorized collaboration, falsifying academic records, and any act designed to avoid participating honestly in the learning process. Scholastic dishonesty also includes, but is not limited to, providing false or misleading information to receive a postponement or an extension on an exam or other assignment, and submission of essentially the same written assignment for two different courses without the permission of faculty members. The McCombs School of Business has no tolerance for acts of scholastic dishonesty. The responsibilities of both students and faculty with regard to scholastic dishonesty are described in detail in the Policy Statement on Scholastic Dishonesty for the McCombs School of Business. By teaching this course, I have agreed to observe all of the faculty responsibilities described in that document. By enrolling in this class, you have agreed to observe all of the student responsibilities described in that document. If the application of that Policy Statement to this class and its assignments is unclear in any way, it is your responsibility to ask me for clarification.

*Policy on Scholastic Dishonesty: Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, and the integrity of the University, policies on scholastic dishonesty will be strictly enforced.*

Students should refer to the Student Judicial Services <http://www.utexas.edu/depts/dos/> or the General Information Catalog to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.

### **Special Accommodations**

Upon request, The University of Texas at Austin provides appropriate academic accommodations for qualified students with disabilities. For more information, contact the Office of the Dean of Students at 471-6259, 471-4641 TTY.

### **Information Privacy**

Password-protected class sites, such as Blackboard, are available for all accredited courses taught at The University. Syllabi, handouts, assignments and other resources are types of information that may be available within these sites. Site activities could include exchanging email, engaging in class discussions and chats, and exchanging files. In addition, class email rosters are a component of the sites. Students who do not want their names included in these electronic class rosters must restrict their directory information in the Office of the Registrar, Main Building, Room 1, but you should know – being anonymous makes posting and seeing grades challenging. If you have chosen confidentiality, it is your responsibility to give me your Jdoe number. For information on restricting directory information, see <http://www.utexas.edu/student/registrar/catalogs/gi02-03/app/appc09.html>.

## Course Schedule

The course schedule is subject to change, primarily depending on the availability of guest speakers.

Lecture number	Date	Readings	Case
1	8/25	Introduction – no readings	
2	8/30	<b>Deep Change – How Operational Innovation Can Transform Your Company (HBS); How Information Gives You Competitive Advantage (HBS)</b>	
3	9/1	More for Less, Spanyl, Chapters 1 and 3	
4	9/6	Internal Controls, Gelinas, et al., Chapters 8, 9	
5	9/8		CEMEX: Transforming a Basic Industry Company
6	9/13	The Real World – no readings	
7	9/15		Pharmacy Service Improvement at CVS (A) and (B)
8	9/20	Order to Cash; Gelinas, et al., Chapters 10, 11	
9	9/22		Providian Trust: Tradition and Technology (A) and (B)
10	9/27	Purchase to Pay; Gelinas, et. al., Chapter 12	
11	9/29		Boeing Australia Limited
12	10/4	<b>The New Leader’s Guide to Diagnosing the Business (HBS); The Next Revolution in Productivity (HBS)</b>	
13	10/6		Procter & Gamble: Improving Customer Value Through Process Redesign
14	10/11	<b>The Process Audit (HBS)</b>	
15	10/13		Zara: IT for Fast Fashion
16	10/18	<b>Today’s Solutions and Tomorrow’s Problem: The Business Outsourcing Risk Management Puzzle (HBS); Getting Offshoring Right (HBS)</b>	
17	10/20		The Home Depot
18	10/25	Guest speaker – no readings	
19	10/27		e-Procurement at Cathay Pacific Airways: e-Business Valuation
20	11/1	<b>Beyond the Business Case; New Approaches to IT Investment (HBS) Process Management and the Future of Six Sigma (HBS)</b>	
21	11/3		Volkswagen of America: Managing IT priorities
22	11/8	Guest speaker – no readings	
23	11/10	<b>From Mental Models to</b>	

		<b>Transformation: Overcoming Inhibitors to Change (HBS); Productivity is Killing the American Enterprise (HBS)</b>	
24	11/15		Global Climate Change and BP
25	11/17	Zen and the Art of Business Process Excellence – no readings	
26	11/22		Process Improvement in Stanford Hospital's Operating Room
	11/24	Thanksgiving – no class	
27	11/29	Law and Disorder Complexity Science and Health Care Management	
28	12/1	Wrapping Up - What every business process improver should take away from this course – No readings	