STRATEGIC INFORMATION TECHNOLOGY MANAGEMENT

MIS 375 SPRING 2014

MIS 375 (Unique 04200) MW 12:30pm - 2:00pm (UTC 1.116) MIS 375 (Unique 04205) MW 2:00pm - 3:30pm (UTC 1.116)

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COURSE OBJECTIVES

This course serves as a capstone course, integrating technological and managerial aspects of information technology. It is designed to get students acquainted with the Internet technologies that are vital to business innovation and corporate transformation. Students will be exposed to concepts and applications of various modern technologies (such as prediction markets) through case studies. Selected cases will accelerate the understanding of information and technology for deriving insights into customer and business behavior. The case based learning will be complemented with a project on developing an online strategy for increasing customer reach and awareness.

Students will also learn the economic and strategic implications of IT, best practices and transformation dynamics enabled by IT initiatives. The course will address many issues that are of interest to managers including (a) understanding IT contributions to competitiveness; (b) evaluating the strategic implications of IT and the Internet; (c) developing frameworks for electronic business, and (d) exploring emerging IT-driven business practices (e.g., online customer relationship management). The course will also focus on quantifying various types of risk in IT investments, identifying tangible and intangible costs and benefits of investing in customer facing IT systems, and developing ways to manage large, risky IT initiatives. Students will gain hands-on experience in dealing with simple financial models and tools to assess, justify and manage investments in strategic IT and business process changes.

ACADEMIC INTEGRITY

The following text is copied from: http://deanofstudents.utexas.edu/sjs/acint_student.php

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A fundamental principle for any educational institution, academic integrity is highly valued and seriously regarded at The University of Texas at Austin. More specifically, you and other students are expected to maintain absolute integrity and a high standard of individual honor in scholastic work undertaken at the University. This is a very basic expectation that is further reinforced by the University's Honor Code. At a minimum, you should complete any assignments, exams, and other scholastic endeavors with the utmost honesty, which requires you to:

- acknowledge the contributions of other sources to your scholastic efforts;
- complete your assignments independently unless expressly authorized to seek or obtain assistance in preparing them;
- follow instructions for assignments and exams, and observe the standards of your academic discipline; and
- avoid engaging in any form of academic dishonesty on behalf of yourself or another student.

For the official policies on academic integrity and scholastic dishonesty, please refer to <u>Chapter 11</u> of the Institutional Rules on Student Services and Activities.

If you believe that a classmate is engaged in an academic integrity violation, you may report an incident of academic dishonesty to the course instructor or contact SJS office at (512) 471-2841 or sjs@austin.utexas.edu.

GRADING

You will be evaluated on the basis of your individual case analyses, group case analysis, mid-term exam, final exam, and in-class discussions. The final grade for the course is distributed among various assignments and activities as presented in table below:

Item	Weight
INDIVIDUAL EVALUATIONS	
Individual assignments (3 cases + 1 re-write)	35%
Midterm (take home)	15%
Final (take home)	15%
Class participation (including any quizzes)	5%
GROUP EVALUATIONS	
Group assignment (2 cases)	10%
Group Project (proposal 5%, write-up 10%, and presentation 5%)	20%

Class participation: The quality of our learning environment is contingent on the effective and informed participation of each class member. The goal here is not to dazzle us with your individual brilliance or with the number of comments you make, but rather to help make the class smarter. Note that, in addition to providing new insights to the discussion, it is possible to make the class smarter by asking the right question or by assimilating comments from other students or sources. It is important to note that class contribution is assessed on an individual basis. This is inherently a subjective assessment but will take the following factors into account: preparation, ability to coherently present arguments and to contribute to a discussion, and ability to influence and persuade others in class to agree with your opinions.

Case analysis (individual/group): You case analysis grade is based on a 2-page write-up (double-spaced, 12-point font, 1 inch margins) with up to 2 pages for charts, tables, figures, and citations. You case submission is due in Canvas by noon on the day the case is discussed in class.

Your write-up and presentation should address the issues raised in the case narrative and associated discussion questions. However, you are encouraged to go beyond the set of questions that I give you to seed the discussion and to use additional resources to research the background of the firms as you see fit.

Mid-term exam: The mid-term exam will be take home exam and will be based on a business case assigned on the first day of the class. Mid-term questions will be made available 48 hours before the exam is due on canvas. It is recommended that students read the case for mid-term before the questions are handed out.

Final exam: There will be a take home final exam. The exam question will be announced on the first day of class and will be due 72 hours after the last class. The exam will ask you to integrate information we have learned across the cases we covered in the semester.

Class project: will be done in a team of 3-4 students to develop an online strategy for increasing customer reach and awareness. Students can pick any combination of strategy from online advertising, viral content creation, social media engagement, covert discussions on forums, and so forth. Although students are free to choose a strategy, I would recommend an online marketing strategy using Google AdWords and Google+ while participating in the Google online marketing challenge (http://www.google.com/onlinechallenge/discover/index.html).

The students will be graded based on their proposal (2-page, 12 point font, double spaced, additional 2 pages for exhibits) that discusses the reasons for selection of a strategy and relevant performance measures, write-up (10-page, 12 point font, double spaced, additional 10 pages for exhibits) that presents the outcomes, challenges, and risks associated with the selected strategy, and presentation (10 power-point slides to be presented in 10 minutes) that summarizes the findings.

RE-GRADE POLICY

If you believe that your grade is inaccurate, you may request a re-grade under the following conditions:

- 1. Re-grade requests must be submitted within 1 week of the date when the grade was returned.
- 2. Re-grade requests must be in writing and must include a copy of the original assignment.
- 3. Re-grade requests must outline the reasons you deserve a higher grade. These will typically be that the grader misread or misunderstood your answer, or didn't take something into account that they should have. For this, you should use the written comments on the assignment as your reference point. Referencing another student's grade is inappropriate and irrelevant. While we do our best to apply an even standard across students, we can't discuss anyone else's grade with you, so we need to deal with the merits of your particular case.
- 4. I reserve the right to re-grade the entire assignment and thus your grade may go up or down.
- 5. Class contribution grades are inherently subjective and not subject to a re-grade request. I will make notes on participation at the end of each class and assign grades at the end of the semester based on these notes. I am, however, more than happy to discuss your progress in terms of class contribution at any point in the semester.

COURSE AGENDA

DATE	TOPIC	CONTENT
13-Jan	Introduction	[CA] Syllabus
15-Jan	Overview	[CA] Chui, M. and Fleming, T., "Inside P&G's Digital Revolution", McKinsey Quarterly (2011)
20-Jan	Overview	[CP] The Five Competitive Strategies that Shape Strategy, HBSP: R0801E-PDF-ENG
22-Jan	Overview	[CP] Amazon, Apple, Facebook, and Google, HBSP 513060-PDF- ENG
27-Jan	Internet Industry	[CP] Air France Internet Marketing, HBSP: KEL319-PDF-ENG Individual Case Analysis (1) Due by 11:59am

29-Jan	Internet Industry	[CA] Bughin et al, "The impact of Internet technologies: Search" McKinsey Global Institute (July 2011)	
3-Feb	Internet Industry	[CP] PayPal Merchant Services, HBSP 806188-PDF-ENG	
3-1-60	internet industry	Group Case Analysis (1) Due by 11:59am	
5-Feb	Internet Industry	[CP] Competing Against Free, HBSP: R1106H-PDF-ENG	
10-Feb	Business Process	[CP] RFID at METRO Group, HBSP 606053-PDF-ENG	
	Innovation	Individual Case Analysis (2) Due by 11:59am	
12-Feb	Business Process	[CA] Ross, J.W. and Beath, C.M. "PepsiAmericas: Building an	
	Innovation	information savvy company." MIT Sloan Center for Information	
		Systems Research, Working Paper # 378, February 2010	
17-Feb	Business Process	[CP] ITC eChoupal Initiative, HBSP 604016-PDF-ENG	
	Innovation	Individual Case Analysis (1) REWRITE Due by 11:59am	
19-Feb	Business Process	[CA] Ross, J.W. and Beath, C.M. "USAA: Organizing for Innovation	
	Innovation	and Superior Customer Service." MIT Sloan Center for Information	
		Systems Research, Working Paper # 382, December 2010	
24-Feb	Information Security	[CP] IPremier Co. (A): Denial of Service Attack, HBSP: 601114-PDF-	
		ENG	
		Project Proposal Due by 11:59am	
26-Feb	Information Security	[CA] Kaplan et al, "Protecting information in the cloud", McKinsey	
		on Business Technology (Winter 2012)	
3-Mar	MID-TERM	EXAM on CANVAS by 11:59am on 3/3	
5-Mar	MID-TERM	EXAM DUE at 11:59pm on 3/5	
10-Mar	SPRING BREAK	No class	
12-Mar	SPRING BREAK	No class	
17-Mar	Social Media	[CP] Facebook, HBSP: 808128-PDF-ENG	
		Individual Case Analysis (3) Due by 11:59am	
19-Mar	Social Media	[CP] Prediction Markets at Google, HBSP: 607088-PDF-ENG	
		[CA] Bughin et al, "The next step in open innovation", McKinsey	
		on Business Technology (Fall 2008)	
24-Mar	Social Media	[URL] Garg et al, "Measuring Information Diffusion in an Online	
		Community", Journal of Management Information Systems (Fall	
		2011) http://ssrn.com/abstract=1864899	
26-Mar	Social Media	[GUEST] Jennifer Dubow (IBM Inside Sales)	
		[URL] Burgess C., "How "Digital Rewards" Can Help Build	
		Employee Buy-	
		In" http://asmarterplanet.com/blog/2013/12/social-2.html	
		[CA] Chui et al, "Building the social enterprise", McKinsey	
		Quarterly (Nov 2013)	
		[CA] Chui et al "(Executive Summary) The social economy:	
		Unlocking value and productivity through social technologies",	
		McKinsey Global Institute (July 2012)	
31-Mar	Mobile Platforms	[CP] GREE Inc, HBSP: 713447-PDF-ENG Group Case Analysis (2) Due by 11:59am	
2-Apr	Mobile Platforms	[CP] Angry Birds, HBSP: 512033-PDF-ENG	
7-Apr	Mobile Platforms	[URL] Garg et al, "Inferring App Demand from Publicly Available	
		Data", MIS Quarterly (Fall	
		2013) http://ssrn.com/abstract=1924044	
9-Apr	Mobile Platforms	[CP] Research In Motion: The Mobile OS Platform War, HBSP:	
		613001-PDF-ENG	

14-Apr	Data and Analytics	[CP] Big Data, Analytics and the Path From Insights to Value, HBSP: SMR372-PDF-ENG [CA] Manyika et al "(Executive Summary) Big data: The next frontier for innovation, competition, and productivity", McKinsey Global Institute (May 2011)
16-Apr	Data and Analytics	Data Mining, Map Reduce and Hadoop [CA] Dean J., Ghemawat, S., "MapReduce: Simplified Data Processing on Large Clusters", Sixth Symposium on Operating System Design and Implementation (2004)
21-Apr	Data and Analytics	[CA] Wixom, B., Ross, J. "The US Securities and Exchange Commission: Working Smarter to Protect Investors and Ensure Efficient Markets" MIT Sloan Center for Information Systems Research, Working Paper # 388, November 2012
23-Apr	Data and Analytics	[CP] Forecasting with Regression Analysis, HBSP: 894007-PDF-ENG Final Project Reports Due by 11:59am
28-Apr	Project Presentations	First 50% (group #) Final Project Presentations Due by 9:00am
30-Apr	Project Presentations	Second 50% (group #)
5-May	TAKE-HOME FINAL	EXAM on CANVAS by 11:59am on 5/5
7-May	TAKE-HOME FINAL	EXAM DUE at 11:59pm on 5/7

[CP]: COURSE PACK

Can be purchased from: https://cb.hbsp.harvard.edu/cbmp/access/23163929

[CA]: CANVAS

[URL]: ONLINE (LINK PROVIDED)

ADDITIONAL READINGS (OPTIONAL)

- 1. [BOOK] "Information Rules", Carl Shapiro, and Hal Varian
- 2. [BOOK] "Web Analytics 2.0", Avinash Kaushik
- 3. [BOOK] "Data Mining for Business Intelligence" Galit Shmueli, Nitin R Patel, and Peter C Bruce