“Most great revolutions in science are preceded by revolutions in measurement. We have had a revolution in measurement, over the past few years, that has allowed businesses to understand in much more detail what their customers are doing, what their processes are doing, what their employees are doing. That tremendous improvement in measurement is creating new opportunities to manage things differently. Our research has found a shift from using intuition toward using data and analytics in making decisions. ...The implication for companies is that by changing the way they make decisions, they’re likely to be able to outperform competitors....”

(Professor E. Brynjolfsson, MIT Sloan School of Management, 2011)
To use Information Technology competitively, your organization must embed IT within its structure, culture, and business strategy. \textit{INFORMATION SYSTEMS FOR MANAGEMENT} (EXP 434) teaches you how to seize the vast opportunity presented when you do IT right.

\textbf{Remember, those who know only \textit{HOW}, work for those who know \textit{WHY}. Therefore strategically understanding the \textit{why}, is our main focus here.}

Our plan is to look beyond the information-age hype served up by today’s pundits and prognosticators, and to offer instead durable management principles that have proven their effectiveness through decades of practice. The course is designed to provide an eminently useful guide that facilitates a deeper understanding of the fundamental forces at work in today’s—and tomorrow’s—information economy. To begin with, businesses are finding it increasingly important to change the way they communicate with customers. Traditional campaigns and channels are no longer enough to capture the hearts and minds of consumers. These new trends in technology and “always on” communications also work to magnify the problems that typically interfere with company success. In order to gain a competitive edge, it is essential for companies to implement sophisticated technologies, such as Customer Relationship Management (CRM) and make investments in an infrastructure that supports knowledge sharing and smart communication. With the right solution in place and effective data analysis, businesses can successfully build a strong brand, demonstrate value, and create a personalized customer experience which will result in increased customer loyalty and profitability. Another important area where organizations can use technology to improve productivity is by integrating the applications they use in their front-office and back-office operations. Such integration allows
organizations to access accurate and comprehensive information that delivers a full customer view from all areas of the organization. It also allows organizations to automate "straight-through" end-to-end business processes, such as a quote-to-cash cycle.

We plan to begin with a general overview of today's information economy, identifying some of the forces that are changing the many organizational structures. The course will then explore six major themes:

- The value of information
- Managing corporate data resources
- Developing effective information systems
- The emerging business impact of social networks
- The role of information technologies in business process innovations
- Developing network externalities as a source of unique competitive advantage

**Key Executive Takeaways:**

- Lessons in how to best use your information resources
- Strategies to improve customer intimacy using Mobile Technologies and the Internet
- Frameworks for improving the fit between IT investments and your business strategy
- Business models for strategic use of Big Data, Analytics Computing and e-commerce: what works, what doesn’t

This course mixes current industry insights, theoretical approaches, and some hands-on experience to give you an appreciation for the management issues surrounding the development and use of information technology (IT) in organizations. Its focus is on the broader managerial and organizational issues raised by new information technologies such as the Internet, wireless telecommunications, ERP, or CRM and their role in rapidly shaping the business world of the future.
The most meaningful way to differentiate your company from your competitor, the best way to put distance between you and the crowd, is to do an outstanding job with information…

Powerful, Successful, Most Admired
And the winners are...

Fat paychecks, sweet perks, fun colleagues, and over 150,000 jobs ready to be filled — these employers offer dream workplaces. Meet this year’s top 100, network with the winners on LinkedIn, and more. More

1. SAS
2. Boston Consulting Group
3. Wegmans Food Markets
4. Google
5. NetApp

3. Zappos.com
7. Camden Property Trust
3. Nugget Market
3. REI
10. Dreamworks

The Best Places to Launch a Career

What’s Hot:

“Technology: One of the few industries to survive the downturn relatively unscathed, tech offers some of the best pay around for new grads”

Highest Paying Industries:

#2 Technology
#3 Consulting

“there are more job openings in IT than in any other industry except healthcare”
COURSE OUTLINE

COURSE OUTLINE  EXP 484
Spring, 2012

Friday, March 2, AM

Strategic Information Systems

1. The Economics of Information

Saturday, March 3, AM

Strategic Information Systems

2. Dealing with the Economic Impact of Information Technology Networks - Effect

3. Bundling and Pricing Digital Information
Friday, March 16, PM

Information and Data Base Management


5. Organizing Business Data Effectively

Saturday, March 17, AM/AM/PM

Redesigning the Organization with Information Systems

6. The “Keda’s SAP Implementation” Case
   [http://www.kedachina.com.cn/English/AboutKD/]
   [http://www.SAP.com]

7. Managing the Development Project: SDLC Model

8. Using Capacity and Pricing Information for Supply Chain Competition:
   The iCAPS Game {Please bring your laptop}

Friday, March 30, AM

9. Managing the Information Systems Implementation Project (CPM)

Saturday, March 31, PM

10. The "Facebook " Case  [http://www.Facebook.com]

11. The Role of Information and Technology in the Financial Markets
    The TradewindBusiness Game {Please bring your laptop}
Friday, April 13, AM

Emerging Information Technology Systems


13. The “WIKIS AT DRESDNER” Case
   [http://www.dresdnerkleinwort.com/eng/]
   An Executive Perspective on:
   Wikis, Blogs, Buzz, Twitter, RSS

Saturday, April 14, PM

Managing the Value of Your Information Investments


15. Overview and System Selection: Using the MCDM Methodology

Final Exam, April 27th, AM

* This is a tentative outline as topics may vary depending on our class feedback.
Text: Required

Information Systems: A Manager's Guide to Harnessing Technology (1.3)
By John Gallaugher
Pub Date: December 2011
Edition: 1.3,
URL: http://catalog.flatworldknowledge.com/catalog/editions/2206#

For update: I suggest you look at:

- The blog (Week in Geek) can be found at http://gallaugher.com
- Prof' Gallaugher twitter account can be followed at: http://twitter.com/gallaugher

HARVARD CASE PACKAGE

Harrah's Entertainment, Inc.
Jun 14, 2004 Case 9-502-011

Google Inc.
April 11, 2011 Case 9-910-036

Wikis at Dresdner Kleinwort Wasserstein: (A), (B), (C)
Aug 30, 2006          Case 9-606-074,-075,076

**Facebook**

October 28, 2011       Case 9-808-128

**Keda's SAP Implementation**

Jan 20, 2011           Case W11024

**TopCoder (A): Developing Software Through Crowdsourcing**

January 15, 2010      Case 9-610-032

**Best Buy's CEO on Learning to Love Social Media**

Dec 1, 2010              HBR R1012A

**Netflix Leading with Data.**

Published : 2010        Case KEL 473

**Threadless: The Business of Community**

June 30, 2008               Product (DVD): 608707-MMC-ENG
GRADING:

Final Exam 45%

Class Participation 10%*

Homework Assignments (in study teams and individually) 45%

Total: 100%

Most of the homework portion of the grade is based on team assignments. The team assignment portion of the grade is determined using the following Simon School procedure: The total team score equals the average team score (weighted by the number of possible points for each assignment) times the number of students in the team. On the day of the final exam, each team may turn in their grade-allocation containing: (a) the percentage (summing to 100%) of the total team score that each member by name is to receive towards his/her final grade, and (b) the signature of each team member. If one member's signature is missing, the grade allocation sheet is valid and binding on all members. In that case the instructor may not give equal points to all the team members. If two or more signatures are missing, the allocation sheet is invalid and the team's score will be allocated equally among the members. You do not need to turn in a grade-allocation sheet if you plan to award equal points to all team members.

(*) Senior managers spend very little time reading and even less time writing reports. (They hire staff people to do that for them.) Rather, most of their interactions with others are spoken. For this reason, I have given a high priority in the class to the development of interpersonal communication skills. The strength of this class will be in direct relationship to the contribution of its members. This sharing of expertise and inquiry is particularly true for our international executive MBA classes where your experiences are so rich and diverse. Please come to class prepared to enter the discussion -- to ask questions and provide information that will further your colleagues', and my understanding of the topic. Do not limit your role to that of student, but expand it to include teacher, trainer, guide and friend. You should think of the classroom as a laboratory in which you can test your ability to convince your peers of the correctness of your approach to complex problems and of your ability to achieve the desired results through the use of that approach.
Recommended Web materials:

Although this is not a technical class and no technology background is needed, you may once a while encounter some technical terms in your readings or in class discussions. You can find the definitions of such technical terms (and others you may encounter outside this class) on the internet. In particular, three good sources of technical information are:

Andrew McAfee’s Blog (MIT) : The Business Impact of IT

http://andrewmcafee.org/blog/

Professor Erik Brynjolfsson Blog (MIT)

http://www.economicsofinformation.com/
http://www.webopedia.com/
http://www.wikipedia.org/
http://www.techweb.com/encyclopedia

We strongly encourage you to use this valuable resource to clarify unanswered questions and to go beyond the material covered in class, according to your own personal interests.
Because the course explores rapidly evolving business models and technologies, students may be unfamiliar with some of the topics covered in class. For this reason, we strongly encourage students to ask questions whenever they encounter a term or concept that they do not understand. We will consider such questions valuable contributions when evaluating class participation. Unless the topic has been explained in assigned readings, you can assume that if you unfamiliar with the subject of discussion, other students in the class are likewise confused, and you will do the class a service by seeking clarification. In the same spirit, thoughtful questions posed to our class guests will be viewed as valuable class participation.

Since every faculty member differs slightly in his or her expectations of students,

**I will outline a few of my criteria for effective class participation:**

1. Is the participant a good listener?
2. Are points made relevant to the discussion and linked to the comments of others?
3. Do the comments show evidence of data-driven analysis of the issue? i.e., Are comments more than a "rehash" of the stated facts?
4. Is there a willingness to participate?
5. Is there a willingness to test new innovative ideas, or are all comments "safe"?
6. Do comments clarify and highlight the important aspects of earlier comments and lead to a clearer statement of the concepts and managerial action plans being covered?

We typically “cold call” a student to open each class. A good opening provides an insightful analysis of the case issues and can contribute significantly to the quality of the subsequent class discussion. At the other extreme, a poorly prepared student who muddles through a weak opening wastes everyone’s time, and an opener who “passes” shows disrespect for his or her colleagues who take seriously their obligation to contribute to a joint learning process. We do recognize that on rare occasions competing academic and career priorities may prevent you analyzing a case in sufficient detail to deliver a solid opening. Consequently, to make the best use of our time together in class, any student who is not prepared to open a class is urged to inform me beforehand (by voicemail, email or even face-to-face in Schlegel Hall right before class).
TEAM GRADING POLICY

Since part of your final grade will include work done in study teams, it is important to establish a grading format for the teams. Unless I hear from you, I will assume that each member of the team did his or her fair share, and points will be distributed equally among each team member. If this assumption is incorrect, please follow the procedure below and return this form to me prior to the final examination.

To allocate different points to members of your study team, take the number of members in your group (including yourself) and multiply by two (2). This will give you the number of points to be allocated to your team. In the space below, allocate the number of points you want to assign to your teammates. You must provide an explanation if you are assigning points unequally.

<table>
<thead>
<tr>
<th>Study Team</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your name:</td>
<td></td>
</tr>
<tr>
<td>Other members:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Points (equal to 2 times the number of members):</td>
<td></td>
</tr>
<tr>
<td>Explanation:</td>
<td></td>
</tr>
</tbody>
</table>

Signatures: ____________________________________________