

**PEPPERDINE UNIVERSITY
THE GEORGE L. GRAZIADIO
SCHOOL OF BUSINESS AND MANAGEMENT**

Dr. Michael L. Williams

MBAM 603

INFORMATION RESOURCES AND TECHNOLOGY

FALL 2008, Session A
MALIBU CAMPUS

MBAM 603
Information Resources & Technology
Fall 2008 – Session A

Michael L. Williams, Ph.D.

Day/Class time: Mon 8-12; Wed 8-12

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COURSE OVERVIEW

Businesses continue to use information technology to create and to establish a competitive advantage in the marketplace. In this environment every manager needs a fundamental understanding of basic technologies and technical concepts.

MBAM 603 focuses on an understanding the technology concepts, skills, tools, and opportunities that surround the use of information technology. This course centers on understanding the basic language, concepts, and issues of Information Systems and how general managers can craft a balanced information, business, and organizational strategy. It is *not* a technical course in computer science or systems development. No technical knowledge of computers is required, though some familiarity with technology is assumed.

GRADING

Participation (5 pts/week * 6 weeks)	30 pts
Current technology case analysis	20 pts
Team Technology Presentation and Peer Evaluation	20 pts
Final Exam	30 pts
TOTAL	100 %

GRADES ARE NOT NEGOTIABLE! Grades will be based on a total of 100 point scale:

A (100-95)	C+ (78-75)
A- (94-91)	C (74-71)
B+ (90-87) Class Average	C- (70-67)
B (86-83)	D+ (66-63)
B- (82-79)	D- (55-52)

CLASS PARTICIPATION

Attendance and Assignment Policy

- 1) If you miss class you will receive a “0” for that weeks participation score (i.e., participation, quiz, and reflection). There are no exceptions to this policy (e.g., “excused” absences).
- 2) All assignments are due in Blackboard before the beginning of the class period in which they are due.
 - a. **No late assignments will be accepted.** Period. No exceptions. None. Don’t even ask. Any assignment handed in late will receive a 0.
 - b. Also note: **This class is completely paperless.** I will never accept or provide a paper document. All work must be submitted via Blackboard. Directions for posting assignment are available on my website [here](http://luna.pepperdine.edu/faculty/mwilliams/Podcasts/Assignments.wmv) (<http://luna.pepperdine.edu/faculty/mwilliams/Podcasts/Assignments.wmv>).

Class Participation

Learning is a collaborative and self-managed exercise. To maximize learning I will enforce the following policies:

- 1) Computers are strictly *not* allowed during class unless we are working on a project together.
- 2) I expect each student to participate verbally in each class session. Therefore, I will call on students, particularly on students who have not participated. Students who are shy or uncomfortable with participation are encouraged to do their best. I will make every effort to provide opportunities for you to succeed, but you must come prepared to do so.

How Participation is Measured

Your participation score is composed of three separate components.

1. **A self-selected learning goal and weekly self-reflections.** An important aspect of graduate school is becoming a life-long learner. To help you develop these skills each student will set personal learning goals for the class and we will close each week’s meeting with a time for self-reflection and assessment. (10%)
2. **A weekly quiz covering the assigned textbook reading.** (50%)
3. **Classroom discussion.** (40%)

Your participation grade will be available in Bb within 24 hours of class. *All challenges to your participation score must be conducted within 48 hours of class.* There are no exceptions to this policy.

CURRENT TECHNOLOGY CASE ANALYSIS

You must complete one 3-4 page analysis of how contemporary businesses are using IT to improve

business processes, gain competitive advantage, and identify new markets. To do so, you must:

1. Identify an example of a company that is effectively using the information technology assigned for a week's topic. There are many examples of IT success stories and "mini" cases in the business press. I recommend looking at www.eweek.com, www.informationweek.com, www.ciainsight.com, and [Business 2.0](#) in Business Source Premier. You will also find articles on vendor websites, but *beware that these cases are usually very biased and represent a promotional view of the technology.*
2. Review the case/article you have found and briefly describe (< 1 ½ pages):
 1. The problem the firm was having before implementing the technology (< 1 page).
 2. The particular technology they implemented including which product, vendor, and integrator they used to implement the technology (< ½ page).
 3. The technical capabilities that made the technology described in #2 address the problem described in #1. (Be sure this is related to the problem...don't just offer a "sales pitch" about the technology. Describe how the technology will address the problem) (< 1 page)
 4. The business benefits attained from the technology (< 1 page).
3. Briefly discuss how your example compares to the prescriptive advice or guidance offered in the articles assigned for the week. **Be specific...find ways to integrate the models, theories, and frameworks from the readings and class discussions into your analysis of the case. This is the focus of the assignment.** I want to know that you can use the concepts we are learning about in analyzing real business problems and the application of technology (>=1 page).
4. End with any questions you have about the technology, process, or problem. One of the important strategies for learning is to realize what you still do not know. Please do not simply ask questions about missing case details (e.g., "how much did it cost?", or "what was the ROI?"). These are empirical questions that do not reflect a deeper understanding of the issues. Rather, focus on broader questions related to the experience of solving business problems with technology (< 1 page).

Please do **NOT** merely summarize the facts of the articles. Instead, strictly follow the prescribed format. NOTE: You *must* write your own prose for this assignment. Copy-and-paste authorship is not a valuable learning experience. Putting the story in your own words is a powerful learning device.

These assignments are due in Blackboard *prior to the class period in which the technology is discussed*. Thus, ERP is due in Week 2, CRM in Week 3 and so on. Please follow these instructions carefully and be sure to include complete and accurate references in APA format.

The technologies to choose from for each week are as follows.

1. No technology assigned
2. Enterprise Resource Planning (ERP)
3. Customer Relationship Management (CRM)
4. Information Security
5. Knowledge Management or Business Intelligence Systems
6. Emerging Telecommunication Technologies (e.g., grid computing, P2P, blogging, SaaS...)

TEAM WORK

Each student in the class is required to participate in a working team and each team will present one 45-minute presentation on a technology topic from syllabus. Requirements are in Blackboard.

FINAL EXAM

The final exam is a take-home exam due at the conclusion of our scheduled Week 7 class (e.g., Monday at noon for a Mon 8-12 class). We will not meet in Week 7. The exam will be composed of three sections:

1. IT Glossary – define any 25 of the terms listed in the IT glossary in Bb.
2. Essay questions covering the weekly readings.
3. A case study analysis.

READINGS

- [Managing & Using Information Systems: A Strategic Approach](#), Pearson & Saunders, Third Edition, 2006. (available at the bookstore, and online)
- Assigned readings through the University's electronic resources are posted below. The easiest way to access course readings is through the Library's "[e-Reserves system](#)".
- Readings from MIS Quarterly Executive are available at <http://www.misqe.org>. The username and password for accessing these articles is "pep1". Please do not email me during the semester and tell me you can not access the articles on MISQE unless you have tried this username/password.

ADDITIONAL ON-LINE RESOURCES:

- The PC Webopedia <http://www.pcwebopedia.com/> encyclopedia of IT terms
- The Tech Encyclopedia <http://www.techweb.com/encyclopedia/>
- The "How Stuff Works" website <http://www.howstuffworks.com/>
- Darwin Executive Guides (<http://guide.darwinmag.com/>)
- eWeek: <http://www.eweek.com>
- CIO Insight: <http://www.cioinsight.com>
- MIS Quarterly Executive <http://www.misqe.org> (username/password="pep1")
- [Business 2.0](http://www.business20.com) (<http://www.business20.com>)

University and School Policies

GSBM students are expected to respect personal honor and the rights and property of others at all times. The University policies on conduct can be found in the current GSBM catalog available online at <http://bschool.pepperdine.edu/programs/catalog/content/GScatalog08.pdf>.

Note that the University expects from all its students and employees the highest standard of moral and ethical behavior in harmony with its Christian philosophy and purposes. Improper conduct for which students will be subject to discipline includes dishonesty in any form, plagiarism, and behavior that is disruptive of the classroom environment.

POLICY ON DISABILITIES

Pepperdine University is committed to complying with all mandates set forth in Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. Inquiries should be directed to Lauren Breeding, director of disability services, at 310.506.6500. For further information, visit the DSO Web site at: <http://www.pepperdine.edu/disabilityservices/>

About The Professor

Dr. Michael Williams is an Assistant Professor of Information Systems at the Graziadio School of Business and Management at Pepperdine University, where he teaches information systems classes including the core “*Information and Process Systems*”, and “*Information Resources & Technology*”.

Prior to entering academia, Dr. Williams was an IT consultant in the Washington, D.C. area. As a consultant he created technology and business process solutions for a wide variety of corporate, non-profit, and government clients. He is a Microsoft Certified Professional and has developed business solutions using a variety of database and programming technologies. He has worked with firms such as Dynamac, the US Army, SkillsUSA, and Aspen Publishers.

Dr. Williams earned a M.A. and a Ph. D. in Information Systems from the Kelley School of Business at Indiana University. He received a M.Div. and M.A. from Abilene Christian University. He holds a Bachelor of Arts degree from Oklahoma Christian University and an A.A. from Northeastern Christian Junior College in Villanova, PA.

Dr. Williams’ research focuses on decision-making and information technology. He has conducted empirical research at International Fortune 500 companies, public universities, and health care providers. He has published his research in several IS journals, books, and conferences.

Dr. Williams has been married for 15 years, and has three children. He is an active member and Sunday School teacher at the Conejo Church of Christ in Thousand Oaks, CA.

COURSE OUTLINE AND ASSIGNMENTS

CLASS 1: GETTING STARTED: MANAGING DATA AND INFORMATION RESOURCES.

Initial Class Activity: Overview of the course & getting to know you.

NOTE: Due to the Labor Day Holiday, Monday's class will meet on Friday, Sept. 5.

Due:

- Complete student 411-contact cards prior to class.

Assigned Article Readings:

- Russell Ackoff, (1967) "Management Misinformation Systems" *Management Science*, 14:4 .

Assigned Chapter Readings:

- Introduction
- Chap. 1: *Information systems strategy triangle*
- Chapter 4: *Information technology and the Design of work (pp. 93-106)*
- Chapter 5: *Information Technology and Changing Business Processes (109-114)*

Optional Article Readings:

- Diana Farrell, "The Real New Economy," *Harvard Business Review*, October 2003
- Andal-Ancion et al., "The Digital Transformation of Traditional Business," *MIT Sloan Management Review*, Summer 2003

CLASS 2: THE "T" OF IT: CURRENT AND EMERGING COMPUTING AND COMMUNICATIONS TECHNOLOGIES

Due:

- MBA Course Goal Log

Assigned Readings:

- Andrew McAfee, "Enterprise 2.0: The Dawn of Emergent Collaboration," *MIT Sloan Management Review*, Spring 2006 (47:3).

Assigned Chapter Readings:

- Chapter 6, *Architecture and Infrastructure*.
- Chapter 7, *Doing Business on the Internet (pp 161-165; 175-180)*

Team Presentation Topic: *Enterprise Resource Planning*

CLASS 3: COMPETITION, STRATEGY, AND INFORMATION TECHNOLOGY.

Assigned Article Readings:

- Michael E. Porter, “Strategy and the Internet” *Harvard Business Review* (March 2001)
- Goodhue, Wixom & Watson, “Realizing Business Benefits Through CRM: Hitting the Right Target in the Right Way”, *MIS Quarterly Executive* (1:2), March 2002

Assigned Chapter Readings:

- Chapter 2, Strategic Use of Information Resources
- Chapter 3: Organizational Impacts of Information Systems (pp 79-83 only)
- Chapter 7 Doing Business on the Internet (pp. 166-169)

Team Presentation Topic: *Business Intelligence or Customer Relationship Management Software*

CLASS 4: SECURITY, PRIVACY AND ETHICS IN THE INFORMATION ECONOMY

****NOTE: WEEK 4 CLASS IS AN ONLINE LEARNING EXPERIENCE. Details will be discussed in Week 3****

Assigned Article Reading:

- Michael Williams, “Ethics, Information Systems, and A Steel Ax,” *The Graziadio Business Report*, April 2005, <http://gbr.pepperdine.edu/052/itmatters.html>
- Richard Mason, “Four Ethical Issues of the Information Age” *MIS Quarterly* (10:1) 1986

Assigned Chapter Reading:

- Chapter 7: *Doing Business on the Internet* (pp. 170-174; 181-183)
- Chapter 8: *Using Information Ethically*

Optional Reading:

- Boncella, “Web Security for e-Commerce” *Communication of the Association for Information Systems* 4:11 2000.
- Boncella, “Internet Privacy – At Home and Work: A Tutorial” *Communication of the Association for Information Systems* 7:14 2001.
- Stafford and Urbaczewski, “Spyware: The Ghost in the Machine” *Communication of the Association for Information Systems* 14 2004.
- Tim Goles, “Dark Screen: An Exercise in Cyber Security”, *MIS Quarterly Executive* 4:2, June, 2005.
- Austin and Darby, “The Myth of Secure Computing,” *Harvard Business Review*
- Jeff Smith, “Information Privacy and its management,” *MIS Quarterly Executive*, December 2005 at <http://www.misqe.org/jsp/showabstract.jsp?ob1=50&ob2=8> .
- Jeff Smith, “But what IS the ‘right thing’: ethics and information systems in the corporate domain” *MIS Quarterly Executive*, June 2005 at <http://www.misqe.org/jsp/showabstract.jsp?ob1=38&ob2=6> .

Team Presentation Topic: *Information System Security Technologies.*

CLASS 5: SUPPORTING KNOWLEDGE MANAGEMENT AND KNOWLEDGE WORK.

Assigned Article Readings:

- Dennis & Vessey, “Three Knowledge Management Strategies: Knowledge Hierarchies, Knowledge Markets, and Knowledge Communities,” *MIS Quarterly Executive* (4:4) 2005, available at <http://www.misqe.org/showabstract.jsp?ob1=72&ob2=93>.
- Ferguson et al., Evolving From Information to Insight, *MIT Sloan Management Review*, Winter 2005

Assigned Chapter Readings:

- Chapter 12 Knowledge Management

Optional Reading:

- “The Case Against Knowledge Management” *Business 2.0* (February 2002).
- “The Matchmaker in the Machine” *Business 2.0* (February 2004).
- Thomas H. Davenport & John Glaser, “Just-In-Time Delivery Comes to Knowledge Management” *Harvard Business Review* (July 2002).
- Maugh, “Panel: Medication Errors Hazardous to your Health”, *Los Angeles Times* July 21.

Team Presentation Topic: *Knowledge Management or Decision Support Systems*

CLASS 6: DRIVING BUSINESS BENEFITS WITH INFORMATION TECHNOLOGY PROJECTS

NOTE: Dr. Williams will host a reception this week at his home or the faculty club house immediately after class. Class will end early so he can go set up. Please RSVP via Blackboard if you plan to attend.

Assigned Article Readings:

- Joe Peppard, John Ward, Elizabeth Daniel, “Managing the Realization of Business Benefits from IT Investments”, *MIS Quarterly Executive*, March 2007.
- Garrido, T., Raymond, B., Jamieson, L., Liang, L., & Wiesenthal, A. (Winter 2004). Making the Business Case for Hospital Information Systems--A Kaiser Permanente Investment Decision. *Journal of Health Care Finance*, 31(2), 16-25.

Assigned Chapter Readings:

- Chapter 5: *Information Technology and Changing Business Processes (119-129)*
- Chapter 10 *Funding IT*
- Chapter 11 *Project Management*

Optional Readings:

- Mark Keil & Ramiro Montealegre, “Cutting Your Losses: Extricating Your Organization When a Big Project Goes Awry” MIT Sloan Management Review (Spring 2000).
- Sai Machavarapu “Steps to Prioritization” *CIO Insight* July 15, 2006

Team Presentation Topic: *Emerging Technologies*

CLASS 7: FINAL EXAM

Due:

- Personal IT glossary
- Final Course Goal Log and Self Reflection

YOUR WORKING SELECTION OF TECHNOLOGY TOPICS FOR THE COURSE

Please mark: (1) your selection of the case that your working team is planning to present; (2) the names of each member in your working team. Teams will be selecting technology topics during the first class session, based on random-number draws.

Class #	Technology Topics	Facilitation
2	Enterprise Resource Planning Systems	
3	Business Intelligence or Customer Relationship Management Software	
4	Information Systems Security Technology **	
5	Knowledge Management or Decision Support Systems	
6	Emerging Telecommunications Technologies	

**This team may choose to present in Week 4, or Week 5, or prepare a virtual presentation due by Week 5. Virtual presentations should include audio/video and text.