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

JOHN R. OPPENHEIM
BSM 490.43
INFORMATION SYSTEMS FOR BUSINESS AND MANAGEMENT
Spring 2006
WEDNESDAY
6:00 PM – 10:00 PM
ORANGE COUNTY CENTER

SYLLABUS

PLEASE MAKE SURE YOU READ THE LAST PAGE FOR THE
ASSIGNMENTS, INCLUDING THE FIRST WEEK’S
Information Systems for Business and Management
BSM 490.43
Spring 2006

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Phone (562) 547-9329 – this is my cell phone and is ok to call at any time.
Office Hours: By appointment before class on scheduled Wednesdays. I can also make other arrangements if needed

“Information technology is so crucial to business operations today - and so expensive - that CEOs have no choice but to understand it” BusinessWeek September 6 2001.

Modern firms must be agile enough to make efficient use of resources, be effective in meeting growing customer demands and be readily adaptable to changes in the ongoing turbulence of the 21st century. The business environment of the past decade has shown intense global competition. Advanced information technologies, in particular Internet-based eBusiness technologies, have made it possible for organizations to exploit new business opportunities in markets anywhere in the world, while drawing upon resources located elsewhere.

Today, almost every business process depends on information and communications technologies. IT has moved beyond the automation of back office functions, into the foreground of business strategy and process. In many industries, effective use of IT plays a critical role in the competitive success, and even survival.

However, effective use of IT is fraught with risks and challenges. Over 50% of IT implementations in business contexts fail to deliver the anticipated benefits. Consequently, a firm’s ability to successfully identify and implement value-adding IT initiatives has become a key competitive differentiator. The pervasiveness of IT within business organizations, and their strategic and operational dependency upon IT places the primary responsibility for managing IT resources with business managers and executives, and not with IT professionals. Consequently, IT is so crucial to business that all businesspeople have no choice but to understand it.

Course Description

This class is designed to provide users and managers with the tools needed to effectively deal with information resources. The focus is on the application of IT to automate, streamline, reengineer and integrate business processes. Critical attention will be paid to IT acquisition and implementation as well as how to effectively use IT for sustainable competitive advantage. A significant portion of this class is devoted to managerial decision-making and case studies as well as an applied project. Students will use software to practice solving specific issues related to inventory, supply-chain management, operations management, and collecting and utilizing competitive intelligence in both manufacturing and service firms. Both the challenges and potential benefits of developing effective business processes and systems are emphasized.
This class will cover the following essential areas for effectively managing these technology resources:

- Leveraging technology for competitive advantage
- Data resource management and infrastructure
- Information systems for critical organizational processes
- Identifying opportunities to use technology in a changing marketplace
- Implementing and supporting information systems
- Information systems and security
- Enhanced Managerial Decision Making and Knowledge Management

We will approach these topics through readings, cases, class discussions, homework, and online/hands-on assignments. This class will have an applied focus. The breadth and complexity of topics covered in this course make it very challenging given the short amount of time we have. However, a fundamental understanding of these areas is critical for effectively managing global corporations, creating competitive firms and providing products and services that customers demand in the 21st century.

**Primary Course Objectives**

1. Understand information systems, their primary business applications, what problems they can address, and their organizational importance
2. Become familiar with the wide range of business processes that must be effectively managed for success.
3. Understand the many types of information systems supporting business processes, and the specific ways they can improve responsiveness and productivity for particular processes.
4. Understand the potential pitfalls of information systems in both application and implementation.
5. Understand how information systems influence business functions such as accounting, finance, marketing, human resources, manufacturing, as well as the structure of organizations and the behavior of employees.
6. Apply information systems to decision-making in critical areas

While knowledge of IT is not a requirement, there will be exercises that utilize both MS Excel and MS Access. You can take on-line instruction from Pepperdine as part of your student access to the GraziadioNet. Check there for the courses.

**Texts and Course Materials**

**Required Text:**

**Course Technology**


ISBN No. 0-619-21322-1
Required Cases

HBS Case 9-600-006         Harley-Davidson Motor Company: Enterprise Software
HBS Case 9-605-029         MK Taxi: Private Chauffer Service
HBS 9-699-198             Ford Motor Company: Supply Chain Strategy
HBS Case 9-701-013         “NTT DoCoMo: The Future of Wireless Internet?”
HBS Case 9-602-071         Ebay: The Customer Marketplace
HBS Case 9-603-062         Managing Knowledge and Learning at NASA and the Jet Propulsion Laboratory (JPL)
KHU101                      Seven-Eleven Japan: Venturing into E-Tailing
HBS 9-800-004             Alaska Airlines
HBS 9-605-057             Evergreen Investments: Mobile CRM (A)
HBS Case 9-699-022        Cisco: Implementing ERP
HBS 9-800-384             Service and Value in E-Commerce

Required cases will be available for a fee via Study.Net. Please go to http://www.study.net, register for your Mgmt 490 section (under my name), and purchase the materials. Note that there are two purchase options: the lower price covers the copyright fee for access for self-printing, while the higher price also provides a printed packet of the case studies mailed to the address you provide.

Students who have not purchased the materials by the end of week two will be assumed not to be continuing with the course, and will be dropped by the instructor. All students must purchase the course materials to make this lower-cost option available.

Web-Based Course Component

As a class focused on technology systems we will be using our own information management system to assist our communication and our collaborative work together.

The portal for our course is http://graziadionet.pepperdine.edu and you need to supply your Pepperdine name (email name given to you) and password (you these when you registered at Pepperdine University) to obtain files necessary for the first class. Each center librarian and program director should have that information if you have misplaced it. My screen looks like the one below, yours will say something like: “Courses I am Taking.” You can investigate many options with the portal and customize it to your liking. When you leave the portal, just “close” and you won’t have to sign in each time.
Click on the course you are taking – if you have registered for the courses, you should be entered in the database two weeks before the start of the course. You will see a set of folders with subject headings. You can just drag and drop each file on your desktop or any folder on your computer.

This is one example of an eRoom. Our eRoom will look slightly different and I will take you through it during our first class. Each group in class will have its own folder (the last line above) for uploading, downloading and editing files, starting threaded discussions and leaving comments on documents.

E-Mail:
An e-mail address is required for the course. I will be sending things only to your pepperdine.edu address.

Grading
Students will demonstrate their understanding of and competency in course topics through class participation, practice problems and cases, individual exams, a research project and ‘virtual’ team assignments. The final grade will be calculated as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>Case write-ups</td>
<td>15%</td>
</tr>
<tr>
<td>Midterm</td>
<td>20%</td>
</tr>
<tr>
<td>Research project &amp; presentation</td>
<td>20%</td>
</tr>
<tr>
<td>Final exam</td>
<td>25%</td>
</tr>
<tr>
<td>Contribution to class, in class and online</td>
<td>15%</td>
</tr>
<tr>
<td>Homework</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Failure to complete any of these deliverables will result in either a grade of incomplete (see university catalog for when this is appropriate) or a fail. A brief description of these assignments is given below; we will discuss them further in class together.

Grading Scale

<table>
<thead>
<tr>
<th>Overall Avg.</th>
<th>Letter Grade</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>95-100</td>
<td>A</td>
<td>Outstanding</td>
</tr>
<tr>
<td>91-94</td>
<td>A-</td>
<td>Excellent</td>
</tr>
<tr>
<td>87-90</td>
<td>B+</td>
<td>Very Good</td>
</tr>
<tr>
<td>83-86</td>
<td>B</td>
<td>Good</td>
</tr>
<tr>
<td>79-82</td>
<td>B-</td>
<td>Above Average</td>
</tr>
<tr>
<td>75-78</td>
<td>C</td>
<td>Average</td>
</tr>
<tr>
<td>71-74</td>
<td>C+</td>
<td>Less than Average</td>
</tr>
<tr>
<td>67-70</td>
<td>C-</td>
<td>Fair</td>
</tr>
<tr>
<td>63-66</td>
<td>D+</td>
<td>Less than Fair</td>
</tr>
<tr>
<td>55-62</td>
<td>D-</td>
<td>Barely acceptable</td>
</tr>
<tr>
<td>54&amp;below</td>
<td>F</td>
<td>Fail</td>
</tr>
</tbody>
</table>

Exams

The midterm and the final are individual exams. These are closed-book exams, but each student may bring two (2) 8.5” x 11” sheets of notes to the midterm and the cumulative final exam. You may use both sides of the page, and your notes can include anything you feel will be helpful to you. Tip: Avoid trying to cram everything onto these sheets or they will become useless to you. Use them as an opportunity to organize and condense your knowledge and note things you find particularly important or difficult to remember.

Class Participation

Participation is expected. At times missing class is unavoidable. However, more than one or two could result in a reduction of your overall score in participation. This assumes that you have turned in your assignment for the missed class. If assignments for a missed class are not turned in on a timely basis a zero grade for that week will be recorded in addition to the points mentioned above.

Participation in class is critical to your success. This is a very subjective grade and will consist of my perception of your preparedness for class, your ability and willingness to communicate your ideas as well as respond to others, and your attitude during class sessions. This preparedness includes the reading and case assignments for each class. Even if you have not written up a case for that class you are expected to be prepared to discuss it.

Each session is graded on a five-point scale. If you come to class unprepared, speak just for the sake of being heard, chat with friends during class, surf the web, come back late from breaks, each crunchy food, yawn loudly, or are otherwise disrespectful of your colleagues, you can expect a reduced score. At the end of the trimester, I will average the total weeks and apply any deductions after that.
Homework

Throughout the class there will be homework assigned. It is expected that homework will be turned in the night of the class.

Written Case Assignments:

Two reports of approximately five pages on any of the selected cases should be written and handed in before class discussion. A first case must be handed in no later than week 7. The scoring for the cases contributes to 15% of your overall grade, with 7 points available for the first and 8 for the second.

Research Project and Presentation

You will also undertake a project that is split into two group presentations and write-ups for this course. Each project will look at a different technology for the technology focus portion of each class. Teams will use the following guidelines to assist in the development of both projects.

Part 1: IT Adoption Analysis

Each group will be assigned to undertake an “IT Adoption Analysis” for the “Technology focus”. Your goal in this assignment is to provide an analysis of the rationale and justification for the adoption of the assigned technology within a business/organization setting (this can be an actual business or a made-up one). Your analysis should also include a management overview of the chosen technology. Your analysis must be submitted as a folder in our eRoom PLUS a 20 minute presentation at the start of the session for which that technology has been assigned. Please note that your grade will be primarily based BOTH on the web resource in the eRoom and the in-class presentation. Your presentation should be a linked part of the eRoom folder, thereby creating a rich web-based resource on the adoption on a range of major information technologies used in business today. You could view the web-resource as an on-line white paper that provides advice to other managers who are thinking about adopting the particular technology. Your web resource will contain links to vendors, on-line articles, commentaries, and white papers, plus your own ORIGINAL analysis that adds value to the linked resources. The eRoom folder should be completed prior to class. For both the web-resource and the presentation, you may be as creative and innovative as you wish. However, be sure to emphasize content over style. I am far more interested in high quality analysis and content that is presented in a simple but professional style. Please do not use innovations and creativity in style to disguise for poor content.
**Part 2: IT Implementation and Impacts Analysis**

Where appropriate, you should also undertake an analysis of the development/acquisition, implementation and impacts of the adopted technology that you have chosen. The group should examine the management and organization interventions/initiatives that were/were not conducted as part of the implementation, whether the project achieved its intended business benefit, and identify what could have been done differently so as to improve these outcomes. This project should be added as an additional resource in the eRoom folder developed previously. This portion of the project should be a brief case study in the context of a firm’s IT implementation. Future recommendations and lessons learned are critical.

Grading: There will be 10 points available for each part. They are broken between the written – 4 points, and the oral – 6 points (group 4, individual 2). A peer evaluation will be done for each one and will be taken into account for the grade.

**Timeliness of assignments**

Written assignments are due the night of the class. At least one point will be deducted for lateness of an assignment and a missed one will result in a zero grade. If for some reason you are not able to make an assignment, you may contact me. If I feel that the circumstance warrants it, I may choose to let you turn the assignment in late without penalty.

**Extra Credit**

Some students who wish to insure a higher grade may volunteer to do assignments for extra credit. It is up to the student to ask for this and come up with a suggestion for this extra credit. These may include a presentation to the class regarding an IT problem or solution from work, a written research assignment that would be relevant to the class or an extra case write-up (that can be shorter than the one due for the case credit). The extra credit may be one to three extra participation points for the given week.

**Miscellaneous Policies:**

I expect you to do as much outside work as necessary to understand the material. The assigned readings and homework problems represent the MINIMUM expectations. If all you do is the minimum expectation, your grade will reflect this effort. If you are an average student and intend to accomplish the minimum expectation, anticipate spending two hours outside of class for every hour in class.

Sometimes, you learn more attempting to solve a problem and making every possible mistake than if you happen to guess right the first time.

Class begins at 6:00 pm. Arrive in time to setup your laptops BY 6:00 pm. Predicaments happen, but regular violation of this policy will be reflected in your grade.

Pace yourself. This is not a class in which you can afford to drop behind. If you do get behind, please get caught up immediately. It is your responsibility to develop your own pace and maintain it. Your colleagues can help you through the challenging times, but not if you are too far behind to save.

Policies on conduct are clearly stated in the academic catalogue and can be viewed online at: [http://bschool.pepperdine.edu/academic/catalog/GScatalog03.pdf](http://bschool.pepperdine.edu/academic/catalog/GScatalog03.pdf)
<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Tech Focus</th>
<th>Reading/Assignments</th>
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</table>
| 1       | Overview/Introduction  
|         | o Managing Digital Firm  
|         | o IS and competitive strategy | Wireless and Mobile Devices or Database Systems | Before first class  
|         |                           | Ch. 1, 2, 3 | Mrs. Fields Case (in class) |
| 2       | Managing Knowledge | | Ch. 9 and 10  
|         |                           | JPL Case | |
| 3       | Managing Data and Information Resources  
|         | o Data resources  
|         | o Hardware Assets | Wireless and Mobile Devices or Database Systems | Ch. 4 and 8  
|         |                           | Firestone/Ford Case | |
| 4       | Managing Hardware Assets, Telecommunications and Networks  
|         | o Current and Emerging Computing and Communication Technologies | Any new technology | Ch. 5 & 6  
|         |                           | HBS 9-605-029 MK Taxi: Private Chauffer Service | |
| 5       | Information Systems and Security Issues | Any Information Security Technology | Ch. 14, 17  
|         |                           | Security Cases (in class) | |
| 6       | (Online Class) Information Systems Security and Ethics | | Online class with Online class material and discussions |
| 7       | Manufacturing and Service Operations  
|         | o MRP; MRP II; ERP  
|         | o E-Service and New Service | Enterprise Resource Planning Systems | HBS 9-600-006 099 Harley-Davidson Software Selection  
|         |                           | NTT Docomo, 7-11 Japan Case | |
| 8       | Service Operations and Processes  
|         | o E-Service and New Service Design  
|         | o Yield Management | | HBS Alaska Airlines 9-800-004 |
| 9       | Managing the Supply-Chain and Inventory | Supply-Chain Management Systems | Ch. 11  
|         |                           | HBS 9-699-198 Ford Motor Company: Supply Chain Strategy | |
| 10      | IT and Customer Facing Technology | Customer Relationship Management Systems | Chapter 12  
|         |                           | HBS 9-605-057 Evergreen Investments: Mobile CRM (A)  
|         |                           | Hilton Case – in class | |
| 11      | Justification and Evaluation of IT  
|         | o IT and Outsourcing  
|         | o Using Decision Support Systems Web Services | Web Services | Ch. 15, 16  
|         |                           | HBS Case: 9-699-022 “Cisco: Implementing ERP | |
| 12      | (Online) E-Business and the Internet Part 1 | | |
| 13      | E-Business and the Internet Part 2 | Part 2 Project Presentations | Ch. 7  
|         |                           | HBS Case 9-602-071 Ebay | |
| 14      | Implementation and Use of IT  
|         | o IT Governance | Part 2 Project Presentations | HBS 9-800-384  
|         |                           | Service and Value in E-Commerce | |
| 15      | Final Exam – | | |