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

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MBFE 654.43

Wednesday

INFORMATION and PROCESS SYSTEMS

Fall, 2003

ORANGE COUNTY

DRAFT 7/10/2003 (final syllabus will be mailed by 8/10)
Course Description

This course focuses on the relationship between process analysis and information systems in creating significant productivity improvements. Emphasis is on the management challenge to recognize how process enabling information technology offers opportunities to enhance the firm’s competitive position, and the more complex issue of implementing these new systems. Emphasis is on the impact of the Internet on this process.

This course will also analyze the role of information systems in supporting and integrating the various activities in the firm’s virtual value chain with emphasis on supply chain management concepts. Students will have an opportunity to evaluate an IT opportunity in their Integrating Module.

This is a case based course requiring thorough preparation for class discussion and written case analyses. Study groups are strongly recommended.

Extensive use of collaborative technology will be employed. All students will be expected to be proficient in email and Internet usage.

Guest experts will also be scheduled.

Course Objective

To develop an in-depth understanding of the managerial issues in leveraging information technology to strengthen a firm’s competitive position.
Course Materials*

1) TEXTPAK of cases and readings from Study.Net

* MATERIALS FOR SESSION 1 WILL BE MAILED TO YOU in EARLY AUGUST. COMPLETE COURSE MATERIALS WILL BE PURCHASED ON-LINE. YOU ARE RESPONSIBLE TO BE PREPARED FOR THE FIRST SESSION. No written deliverables for first session.

Grading

Grading will be based on 100 points allocated as follows:
Class participation (QUALITY, not quantity)  40

written analysis #1=10
written analysis #2=10
written analysis #3=30
oral team presentation=10

A (100-95)   A-(94-89)   B+(88-83)   B(82-78)

Papers are due at the beginning of class. Late papers will carry an automatic 10% point penalty.

Attendance Policy

Students are expected to attend all assigned classes. Absences require permission of the instructor. All absences will require make-up assignments and students are responsible for material presented during their missed session.

Conduct

GSBM students are expected to respect personal honor and the rights and property of others at all times. The University rules on conduct can be found starting on p.207 of the current GSBM catalog. Additionally, students with disabilities are encouraged to familiarize themselves with page 31 of the catalog.
Course Readings: These readings provide a foundation for understanding a number of the concepts and issues in the course. Read them thoroughly before our first session and again from time to time throughout the course.

1) The Dynamic Synchronization of Strategy and Information Technology

2) Managing in an Information Age

“The Use of Cases in Management Education” will be helpful to understand the teaching methodology employed in the course.

Case: Rich-Con Steel

How did Rich-Con end up with the chaos created by their new information system? What advice would you give to Marty Sawyer?

Case: GE’s Digital Revolution

How would you respond to Reiner’s concerns at the end of the case? What are the comparable management issues in Rich-Con?

How does the reading “Managing in an Information Age” shed light on the managerial issues in these two cases?
SESSION 2  SEPTEMBER 3  PROCESS ANALYSIS

NOTE: Assignment of Internet companies. (see supplement). Time will be made available for team meetings.

Readings: 1) “Decoding the DNA of the Toyota Production System”
2) Process Improvement Template

Case: Deaconess-Glover Hospital (A)

What are the strengths and weaknesses of Carter’s recommendations? What are the “Toyota DNA” elements in his plan? What barriers would you foresee in applying the Process Improvement Template to processes with which you are familiar? What should be role of the information systems organization in implementing Carter’s plan?

SESSION 3  September 10  PROCESS ANALYSIS: The Role of Knowledge Management

1. Read all the material and cases for this session. Focus on one case based on your last name. a-g (KPMG); h-l _ (Solagen); m-z (Daimler)

Readings: The Experts in Your Midst
Note on Knowledge Management

Analyze Exhibit I in the note on KM and think about its relation to our previous discussions. Do you know how KM processes work in your firm? How does “knowledge management” impact process redesign? What is the role of the IS function? Do you know any “experts?”

Case: KPMG: One Giant Brain (a-g)

Be prepared to discuss and apply the concepts in the note to KPMG. Where is the value in a KM system? Is this process a responsibility of IS management?

Case: Solagen (h-l)

What are the KM characteristics of the Solagen process? What role should IS play in its implementation?

Case: Daimler-Chrysler (m-z)
SESSION 4  September 17  The Process/IS Integration Challenge


also review readings from session 1.

Cases:  State Street Bank

Providian Trust  A

Compare management’s perception of the role of information technology in these two firms in the same industry. What “processes” were being changed? Be very specific. What were the factors that led to making these changes? Support your position with references to our readings to date.

SESSION  V  September 24 The Process/IS Integration Challenge (continued)

Written Analysis #1 (10/100 points. Maximum fifteen pages. Double-spaced, please.)

Case:  Frito-Lay

How do the IT initiatives at F-Lay reflect the historical stages of IT developments? Describe the processes that had to change for F-Lay to implement an effective IS? What were the organizational impacts? How did these changes provide FL a competitive advantage?
SESSION 6  October 1  The role of IS in Enterprise Resource Planning

Reading:  Note on ERP

Case:  Vandelay Industries

What are the major hurdles for implementing an ERP system at Vandelay?  What competitive advantage does R/3 provide?  Is the $20 million dollar budget sufficient?  How should Elaine Kramer react to George Hall’s call?  What are the trade-offs in process improvement vs. a rigid ERP system?

Case:  IBM Technology Group

What are the most important aspects of the Technology Group’s approach to ERP implementation?  What would you do to leverage the Technology Group's current IT capabilities?  Is there another effort you might favor than the one described at the end of the case?

SESSION 7  October 8 The Internet Era

Reading:  Strategy and the Internet-(focus on the value chain diagram).  Emerging Networked Business Models

NOTE:  These are important foundation readings for the remainder of the course.

Case:  E-Commerce at William-Sonoma

Identify lessons that can be learned from W-S’s experience in implementing e-commerce.  What is the value of the pilot projects?  Recommend a course of action for Nandkeolyar.

Case:  Alibris (A)

Evaluate the Alibris business model.  How do they plan to leverage Internet technology?  What are the technological risks they face?  What course of action would you recommend to management?

SESSION 8  October 15 The Internet Era-Supply Chain Models

Reading:  The Power of Virtual Integration
Case: Ford Motor: Supply Chain Management

Based on the “Power of Virtual Integration” reading what is the impact on Ford of the Internet and the concept of virtual integration? Is Dell a relevant comparison? What parts of Ford’s value chain can be enhanced by the Internet?

Case: (new)

SESSION 9  October 22  INTERNET ERA –Supply Chain models (cont)

Readings: review “Strategy and the Internet”
and “Emerging Networked Business Models”

Case: Quantum Corporation: eSupply Chain Management

What competitive forces are forcing Quantum to leverage IT resources? What are the pro’s and con’s of the group’s charter? Why does Quantum need an advanced planning and scheduling system? How should Quantum manage their MKE and eHITEX relationship?

Case: FreeMarkets On-Line

What role does FreeMarkets play in supply chain management? How does FM create value for its customers? Why does the Internet enable the FM model? How do you calculate a break-even point for FM? How would you answer Meakem’s questions about the direction for FM?

SESSION 10  October 29 The Internet Era-Supply Chain Mgt. (cont.)

Written Analysis #2  (10 points: maximum 15 pages)

Reading: Review previous readings

Case: Syncra Systems

Be prepared to describe in some detail the role Syncra’s product plays in enhancing its customers’ value chain. What role does it play in supply chain management? What are the barriers in implementing “alliance-IT” applications?

(Class time will be allotted for presentation team meetings).
SESSION 11  November 5  Internet Era –Application Trends/Social Issues

Reading:  Note on Application Solution Providers

Case:  Jamcracker

How does Jamcracker fit in the ASP space? Identify two or three critical challenges that Jamcracker must address. Why don’t all companies outsource their IT operations?

Case:  to be assigned

SESSION 12  November 12

To be assigned

SESSION 13  November 19

Final paper assignment distributed –due December 3

Presentations 1, 2 and 3

SESSION 14  November 26

Presentations 4, 5 and 6

Session 15  Final paper due-discussion

Case:  Pioneer Hi-Bred

What are the environmental and competitive forces that required Pioneer to adopt their aggressive IT program? How does the nature of Pioneer’s operations compare to Frito Lay’s? How such should IT applications reflect these differences?
**Presentation assignment:**
Emerging Internet Applications

The Internet has created enormous opportunities for new ventures seeking to enhance business processes through Internet technology. We will study a number of these firms in depth through group projects.

The project has three primary objectives:

1) To develop an in-depth understanding of the Internet by examining a broad range of applications.
2) To develop skills in researching a public company in the "information systems" industry.
3) To develop managerial presentation skills.

A secondary objective is to evaluate the use of the Internet in managing this project. You are urged to use the Internet for preparing the presentation particularly the Pepperdine Library On-Line document files.

1) The audience (our class) is a national conference of investment bankers.

2) x groups will be formed and assigned an early stage, public company for analysis.

   A. The group should select three presenters: The CEO should provide the introduction; the VP Marketing should provide the product/operations info; and the CFO should provide the financials. The CEO should summarize with the outlook. **Assume the roles and names of these individuals asap.** Insure you have a continuous flow of information about your company during the semester. **All members of the group will receive the same grade.**

   B. Presentations should emphasize:
   
   A description of the firm's position within the industry; and, most important, how Internet technology enhances the targeted process.

   a) A demonstration of the Company product and that of the primary competitor's. **(Internet access will be provided)**
   
   b) Company's financials-as current as possible.
c) Your outlook for the future of the firm.
d) Presentations will be maximum 30 minutes-15 minute Q and A will follow.
c) Please provide a copy of your presentation, including URL's used in the research, to the audience upon completion.