MIST 6090 – Management Information Systems
Course Syllabus, Spring Semester, 2009

Instructor: Dale Goodhue

Office: 303 Brooks Hall

Phone: 706-542-3586 (my office); 706-583-0037 (fax).

Scheduled Office Hours: Tuesday and Thursday, 1:00 to 2:00. (I’m generally in my office during the work day, and you can also arrange a specific time to meet with me if you want.)

Email: The best way to communicate with me is through e-mail at: dgoodhue@terry.uga.edu.

Textbook and Materials:

(1) BelJeans Packet, “Readings in Management Information Systems” for MIST 6090, Professor Dale Goodhue

Course Objectives:

The revolution taking place in information systems technology (e.g., world wide web, client-server architecture, graphical interfaces, imaging, Integrated Enterprise Systems, Supply Chain Management, Customer Relationship Management, offshore outsourcing, etc.) has opened up a new set of opportunities and challenges for managers both within the information management function and in the organization as a whole. At the same time, pressures of increased demands for quality from customers and from global competition have forced organizations to change -- to do things differently and better. The juxtaposition of the rapidly evolving technology capability and the pressures for change have led to a “struggle” to define what is meant by the information management function in an organization.

MGMT 6090 focusses on the answer to the following question: What is it that all business managers need to know in order to participate, in an active and meaningful fashion, in the management of the rapidly evolving information management function of an organization?

In answering this question, MGMT 6090 is organized around three basic sub-themes:

1. What are the effects of information technology on organizational design and performance?
2. What is meant by “alignment between IT and the business”? How important is this to the competitive performance of an organization? How does one get this alignment?
3. Is it true, as Nicolas Carr suggested in 2003 that “IT Doesn’t Matter?”
In this course we refer to *information technology* as computer hardware, telecommunications, software, and data that can be used to support business processes. An *information system* is the application of information technology in a specific business process. *Information technology capability* is an organization's infrastructure of (a) existing computer hardware, telecommunications, software and data (b) technical information systems staff personnel, and (c) organizational policies, procedures, and culture related to the development and use of Information Technology and Information systems. A well developed IT capability allows the organization to quickly bring information technology to bear to support organizational needs. Finally, the *information management function* refers to the planning, decision-making, execution, and control activities required to make effective use of an organization's information technologies and information systems. To be effective, both technical information systems professionals and non-technical managers, staff, and general employees must be simultaneously involved in the information management function.

The over-arching objective of the course is develop in you the skill, the perspective, and the confidence that will allow you be an active and effective participant in the information management function, from either the business or the IT side of the fence.

**Class Format:**

The class is designed to provide a forum where the issues involved in the *information management function, information technology, and information systems* can be discussed. Such a forum requires that each student be an **ACTIVE PARTICIPANT** in the class. This participation will take the form of discussing the reading material, asking and answering questions, and sharing personal experiences and concerns.

Each day in class we will discuss one case, and one short chapter (3-4 pages, generally) from the Business Driven Information Technology book. I will also present additional relevant material. Students will have a chance to select particular questions from the Business Driven Information Technology book that they would like to have discussed. (Absent requests, I will choose.)

Given the discussion nature of the class, it is absolutely neccessary that each student complete all the readings for each class, and attend each class. I recognize that pressures of a full time time MBA create incentives to sometimes put off doing a particular set of readings. I have held the number of readings to one main and one very short reading for all classes, with this in mind.

**Daily Assignments.** In part to counterbalance external pressures, and in part to encourage thoughtful consideration of the readings before class, you will be required to complete a one page (single spaced) write-up each week, responding to one or several questions asked about the readings. One third of these papers will be graded, on a random basis that will prevent you from knowing in advance whether any particular paper will be graded. In addition, if you felt you did especially well on one or two assignments that weren’t graded, and you wish to have that included as well as the randomly graded questions, you need only let me know and I will grade those as well. These papers will be graded leniently, with conscientiously prepared papers getting grades of A or B. I am not asking for works of brilliance here, merely thoughtful consideration of the material. Our class discussion and learning will be much elevated if we all
do this. (You may drop your lowest daily assignment grade.) These readings and short papers are the biggest portion of your grade!

**Group Project.** As an additional way to bridge the gap between book learning and what really happens in organizations, you must complete (as a group project) an assessment of an implemented system from a stakeholder point of view. My ingoing assumption is that these will be done in your standing MBA groups. We will talk about whether this is appropriate in class. The project involves identifying an organization that has recently implemented an information system (sometime in the last year or two), identifying at least three different “stakeholder” groups in the organization, and interviewing at least two people from each stakeholder group as a way of doing an assessment of the success of the implementation and of the system. You will be expected to bring in the various perspectives discussed in class as a way to structure your report. Each group will prepare a written report, and will also present their results in the last week of class.

**Exam.** There will be no final exam. Your learning will take place through the readings, the daily assignments, class discussion and participation, and your group project. Grading will be based on those items.

**Course Requirements:**

**Individual Work And Academic Honesty:** The daily assignments are individual work. These are to be accomplished individually. This means that you are not to solve problems together or compare answers prior to finalizing your work. After you turn in your work, you are encouraged to discuss the material, of course. Cooperative efforts on individual assignments are violations of academic honesty. There should not be any such incidents, but know that I will report all such incidents to the Office of Student Academic Services. Please refer to the University's academic honesty policy for more details. Just so that you will know seriously I consider this, I generally flunk any student involved in academic dishonesty.

**Group Work:** Assignments in this category are to be accomplished as members of a team.

The formal requirements in the course are:

1. Daily One Page Write-ups (single spaced) on readings (individual) 50%
2. Class Participation 15%
3. Group Project 30%
4. Instructor Discretion 05%

100%
Readings for MIST 6090, Spring 2009
Professor Dale Goodhue

(Available at BelJeans)

“Rich-Con Steel”, HBS 9-699-133, 1999
“Connor: Formed Metal Products”, HBS 9-193-003, 1993
“Business Intelligence at Canadian Tire”, Ivey Management Services, 903E19, 2003


“Tektronix, Inc.: ERP Implementation”, HBS 9-699-043, 1999

“NIBCO’s Big Bang”, Communications of the Association for Information Systems, 2001


“Harrah’s Entertainment Inc.”, HBS 9-502-011, 2004

“Pharmacy Service Improvement at CVS (A)”, HBS 9-606-015, 2005

“Otis Elevator: Accelerating Business Transformation with IT”, HBS 9-305-048, 2004
<table>
<thead>
<tr>
<th>Date</th>
<th>Case</th>
<th>Laube&amp;Zammuto Question(s)</th>
<th>Focus (In addition to Strategy)</th>
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<tbody>
<tr>
<td>1 Jan</td>
<td>OTIS LINE</td>
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<td>Org Structure</td>
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<tr>
<td>13 Jan</td>
<td>Rich Con</td>
<td>Preface (pp. XIII through XVII)</td>
<td>Role of IT in an organization</td>
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<td>15 Jan</td>
<td>Connor</td>
<td>Question 54, Centralized or Decentralized IS</td>
<td>Coordination or Local Agility</td>
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<tr>
<td>20 Jan</td>
<td>TacoBell</td>
<td>page 199 plus Question 46: coordination &amp; control</td>
<td>Org Transformations and IT</td>
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<tr>
<td>22 Jan</td>
<td>Canadian Tire</td>
<td>Question 20 What are Data Warehouses; What Are Their Benefits</td>
<td>Data Warehousing; Business Driven IT</td>
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<tr>
<td>27 Jan</td>
<td>First American</td>
<td>Question 21, What is Data Mining</td>
<td>Data Warehousing; Data Mining</td>
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<td>29 Jan</td>
<td>MicroStrategy Tutorial</td>
<td>Question 19 What are chars. and benefits of Decision Support Syst.</td>
<td>Hands on with a Decision Support tool</td>
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<td>3 Feb</td>
<td>Tektronix</td>
<td>Question 62, What is an enterprise resource planning system</td>
<td>Hands on with SAP</td>
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<td>5 Feb</td>
<td>Nibco</td>
<td>Question 63, Risks and ERP Implementation</td>
<td>ERP Systems; change management</td>
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<td>10 Feb</td>
<td>IRS</td>
<td>Question 60, How much change in Bus Proc is needed or desirable</td>
<td>People and Roles</td>
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<td>12 Feb</td>
<td>Harrahs</td>
<td>Question 2, How does IT change competition within Industries</td>
<td>CRM; sustained competitive advantage(?)</td>
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<td>17 Feb</td>
<td>CVS</td>
<td>Question 58, Which is more Important Business Processes or IT</td>
<td>Business Processes</td>
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<td>19 Feb</td>
<td>Otis #2</td>
<td>Question 34, What are key components of an e-business strategy</td>
<td>e-Business</td>
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<td>24 Feb</td>
<td>Student Projects</td>
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<td>26 Feb</td>
<td>Student Projects</td>
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MIST 6090 Schedule, Spring 2009