MIS5240
Enterprise Information Systems

Class

Time: Wednesday, 6:30 pm – 9:20 pm

Location: SFH 372

Instructor

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Office Hours: by appointment

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Required Texts

Austin, Robert D., Nolan, Richard L., and O'Donnell, Shannon (2016). *The adventures of an IT leader Updated Edition with a New Preface by the Authors.* Boston, MA: Harvard Business School Publishing. ISBN:9781633691667

Any additional readings will be posted on the course website
http://moodle.oakland.edu

Course Objectives

The role of information technology in organizations has been characterized by change; change in the extent that it touches different parts of the organization and the range of services it provides. It has evolved from providing low level support for the most common accounting functions to an area that provides mission critical systems and competitive advantage. This course examines the effects that
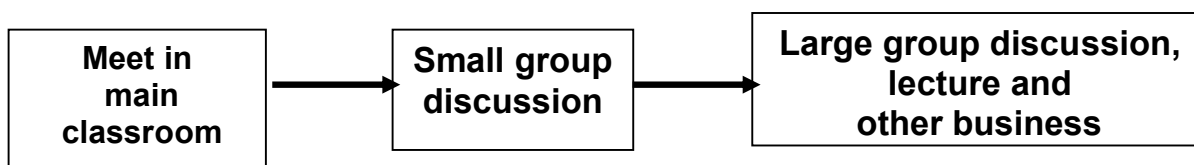
information systems (IS) and information technology (IT) have on business performance. In today's business environment, IT is pervasive and is an integral factor in determining how organizations function and how people work. For many organizations, IT represents the largest capitol expenditure. How effectively IT is used can determine a firm's success or failure. An existing IT infrastructure can enable or inhibit business opportunities. The degree to which systems are integrated can determine whether there is duplication of effort and whether information needed to run the business is available.

While the effective use of IT offers a multitude of opportunities for an organization, a number of factors make it a focus of top management scrutiny. Among them are: the speed of technological change, the high cost of delivering IT services, and the complexity of the IT function. Historically, the Chief Information Officer (CIO) job has been one with a short tenure. The CIO is expected to understand complex technical problems, but be able to communicate with business leaders who may not. The skill set required to be a successful CIO is not common.

This course is built around a series of interrelated cases; a fictitious but realistic story about the trials and tribulations of a newly appointed non-technically trained CIO during his first year on the job. *The Adventures of an IT Leader* is based on four principles: 1) Concentration on the integrative, soft-skills, and business-oriented aspects of IT that are applicable to a variety of underlying technologies; 2) The application of a consistent set of management frameworks that are refined from one case to the next; 3) Identification of a set of core issues that make up the practice of IT management as a business discipline; and 4) Design for student engagement – the use of realistic case narratives as a means of developing a ground up understanding.

Conduct of the Course

The course will primarily concentrate on discussions of the case presented in *The Adventures of an IT Leader* it may also include: discussion of additional assigned reading material, written assignments pertaining to the case, written assignments pertaining to the reading assignments, online discussions, and exams. The typical class session when we meet in person might look something like the following figure.

Meet in main classroom → **Small group discussion** → **Large group discussion, lecture and other business**

For most class sessions, the instructor will provide discussion questions related to the case and the course readings. Students will be expected to discuss issues related to the reading material both in their small groups and also together with the entire class. Each student will be assigned to a group for in class discussions. In addition, there will be online case discussions and other online assignments completed by the groups. These will be graded. At the end of the semester, students will be expected to turn in a journal that includes responses to study questions, comments about the readings, and other issues that come up during the semester. Study questions, the syllabus, and other pertinent material will be available on the Web at http://moodle.oakland.edu

Your overall grade will depend on your participation within your group and in the class as a whole (40%). Since participation depends on your actually being present in class, missing class will affect your participation grade. If you miss class, you will be required to turn in a write-up of the assigned case discussion material, typically one or two chapters from *Adventures of an IT Leader*. This must be turned in via email (lauer@oakland.edu) within 72 hours of the class meeting. The maximum grade for this write-up will be the average participation grade for the class.

In the current version of the course, students will also be required to write case analyses. These papers should conform to some accepted editorial style, APA for example. All references should be shown. **Plagiarism will not be tolerated** with penalties both to the student's grade and in accordance with university policies. Papers and other assignments should be turned in as hard copies. However, if requested, the student must turn in an electronic copy.

Grading

Grades will be determined approximately as follows:

Case write-ups and written assignments ----------------- 25%

Journal --- 15%

Exam -- 20%

Participation --- 40%

The final grade will be based on your score relative to other members of the class. It will be determined after all the points for the different assignments are totaled by using the following formula:

Final grade = $X_g + (S-X_t)/(H-X_t) * D$

Where: X_g = Average grade point for the class, S = the student's total points, X_t = Average total points for the class, H = the total points for the student with the highest total points, and D = the difference between 4.0 and X_g.

Note: I reserve the right to change the assignments and the weighting of the different categories. Although I will try to adhere to the assignments as described in the course schedule on the following page, if I come up with an idea that is superior to an existing assignment, I will make a substitution. In addition, if in my judgment, the weightings described previously do not accurately reflect the effort and importance of the actual work, I may adjust the weightings. I will give you notice if I make such adjustments.

COURSE SCHEDULE

Week of	Topic	Text Reading Assignment	Additional Assignments
1/3	Course introduction; Case analysis methods using a decision making model; inquiry, diagnosis, and forecasting using questions		
1/10	The new CIO; Discussion	AITL-1	Silver et al. article
1/17	CIO Challenges, CIO Leadership	AITL-2, 3	CIO role ambiguity; How new CIOs take charge
1/24	Cost of IT, Value of IT	AITL-4, 5	Productivity paradox; Zara Case
1/31	Project Management	AITL-6	Zara case; Software project estimation, Implementation acceptance and resistance; Resistance case assignment
2/7 online	The Runaway Project	AITL- 7	Zara Case
2/16	IT Priorities	AITL- 8	The case for digital re-invention, Audi case; Journal 1st half due
2/21	Spring Break		
2/28 online	Crisis	AITL- 10	IT Recovery case
3/7	Damage, Communication	AITL- 11, 12	Digital workplace; Big old companies digital transformation; Lego case
3/14 online	Emerging Technologies	AITL- 13	Starbucks Case; BYOD study
3/21	Exam		
3/28	Managing Talent; Standardization & Innovation	AITL-15,16	
4/4 online	Managing Risk	AITL-17	Successful CIOs
4/11	Looking Forward; Debriefing	AITL-18	Journal 2nd half due

AITL = *Adventures of an IT Leader*