SYLLABUS

DRAFT

Version 8/13/2015
Pepperdine University
Graziadio School of Management
Information and Process Systems: ISTM 654.41
Fall 2015

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Course Syllabus

Background
Over the past 40 years, advances in Information Technology (IT) have allowed business organizations to develop increasingly sophisticated “Information and Process Systems” that now provide real-time information and process support. In addition, IT systems make it possible for organizations to exploit new business opportunities in markets anywhere in the world, while drawing upon resources located elsewhere. For example, with the advent of the Internet, mobile technologies, and social media, reaching consumers globally is now possible even for small firms with low IT capital to invest. IT has moved beyond the automation of back office functions, into the foreground of business strategy and process. For many firms, effective use of IT plays a critical role in competitive success and survival.

However, effective use of IT is fraught with risks and challenges. Over 63% of IT implementations in business contexts fail to deliver their anticipated benefits. Consequently, a firm’s ability to successfully identify and implement value-adding IT initiatives has become a key competitive differentiator. The technical aspects of managing information technology are, and will remain, a perennial challenge for organizations, and the consequences of mismanagement will be increasingly serious. Consequently, there is an increased need for professionals who have a better understanding of the business and process needs for IT and information, the requirements for corporate IT systems, IT project management, and IT security and its associated risks.

On the other hand, as important as the technical issues are, many crucial issues are not technical but managerial. 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 executives, and not with IT professionals as has been the tradition. Consequently, IT is so crucial to business that all business executives have no choice but to understand it.

Course description
This course neither assumes nor requires any previous familiarity with IT. Four main themes are emphasized in this course:

i) Understanding information and communications technologies, their evolution, and the current market for IT resources and services;
ii) Understanding how managers can gain competitive advantage by using information technology to enable new value-enhancing strategies and business models;

iii) Understanding how managers can use information technology to redesign product and service offerings, business and organization processes, and organization and industry structures;

iv) Understanding how managers should manage their information technology resources and capabilities to support and enable (ii) and (iii).

The objective is that by the end of this course, you will have developed a solid foundation to understand the links between information technology, business strategy and process, and the management of organizations. We will use a combination of reading, thinking, writing, discussion, listening, and project work to achieve the learning objectives. The Course Schedule below describes the content of the course organized by individual class sessions. For each class session, we will use the IT presentations, assigned readings and cases to launch our classroom discussions.

**Assessment and Grading**

Student performance in the course will be assessed as follows:

- Quizzes and class participation 40%
- Mid-term (Nov. 9) 25%
- Education-to-Business (E2B) project (includes team evaluations) 35%

Grades will be assigned as follows:  
A (100-94) A-(93.9-90) B+(89.9-87) B (86.9-83) B-(82.9-80) C+(79.9-77) C (76.9-74) D (73.9-70) F (<70).

**Class participation**

**Preparation.** You should read and think about each assigned reading and case, and come to class prepared to engage in informed discussion about their content and implications. Good class participation is that which shows in-depth (and not superficial) thinking and which contributes to the learning experience of the class as a whole. This includes asking interesting and relevant questions, sharing personal insights and experiences, offering constructive alternative points of view, and providing courteous and professional feedback to other people’s opinions.

Activities that distract other students or the instructor, disrupt the flow/quality of discussion, or in other ways reduce the effectiveness of classroom learning will be considered “negative participation.” **The use of laptops or mobile phones during class is not allowed, unless you have an explicit agreement with the professor to take notes.**

**Presence.** **Students missing more than two classes will be automatically dismissed from the class, regardless of the reasons for the absences.** Absences will automatically lead to “0” participation points for that class.

Since class discussion forms such a central part of the learning process, attendance and participation in class is mandatory. If you cannot attend a class session, you should notify me by email in advance. The first option will be to accommodate you in the alternate session that I teach. The second option will be for you to write a critique of the readings for the class. You will not be able to submit a case write-up for the class for which you will be absent. I will make arrangements with the student individually.
**Education-to-Business (E2B) Project – Advanced Infrastructure Technologies**

Working in teams, students will work on a project to use technology to improve business processes at a client company to-be-determined. There will be three project class sessions:

**Aug. 31:** Launch of Project.
**Oct. 12:** Mid-point project review.
**Nov. 30:** Final presentations.

**Deliverables:** Presentation and document. See details in class case project description (Course site under “Assignments” or “Resources”).

**Guest Speakers**
We will have subject matter experts in several sessions, to be announced.

**Course Materials**
There is no assigned textbook for this course. Instead, we will use a collection of articles written by experts from leading business schools in each of the topics covered in the course.

**Course Schedule**

*(To access readings, go to the course site > Assignments > Assignments due [on the respective session date], or under “Resources”)*

**Session 1 (Aug. 24): Digital Strategy**

**Assigned Readings:**

**Session 2 (Aug. 31): E2B Project Launch – Advanced Infrastructure Technologies**

**Assigned Reading:** Advanced Infrastructure Technologies case study and project summary (available in Sakai under “Assignments due Aug. 31” or under “Resources”).

**Session 3 (Sep. 14): Product and Process Innovation**

**Assigned Readings:**
  [http://www.forbes.com/sites/nelsongranados/2015/05/15/should-hollywood-studios-sustain-or-disrupt-the-answer-is-yes-to-both](http://www.forbes.com/sites/nelsongranados/2015/05/15/should-hollywood-studios-sustain-or-disrupt-the-answer-is-yes-to-both)

**Case Study:** Disruptive Innovation in Higher Education.
**Session 4 (Sep. 21): Managing Data**

**Technology Focus:** Enterprise Resource Planning (ERP) Systems

**Assigned Readings:**
- Data Management Chapter. Available in Sakai under “Assignments”.

**Case Study:** Ford-Firestone to be distributed in class.

**Session 5 (Sep. 28): IT Infrastructure, IT Sourcing, and Cloud Computing**

**Technology Focus:** Cloud Computing

**Assigned Readings:**

**Case Study:** Acacia Sage case.

**Session 6 (Oct. 5): Business Intelligence and Analytics**

**Assigned Readings:**


**Session 7 (Oct. 12): E2B Mid-Point Presentations**

20 minute presentations by each team followed by Q&A.
Private presentations by each team in the classroom. Presentation order TBD.

**Session 8 (Oct. 19): IT and Knowledge Management**

**Technology Focus:** Knowledge Management Systems and Social Media

**Assigned Readings:**

**Case Study:** Knowledge Management at Katzenbach Partners, LLC, SM-162.
Session 9 (Oct. 26): IT and the Supply Chain

Technology Focus: Radio Frequency Identification (RFID)

Assigned Readings:


Session 10 (Nov. 2): IT and Customer Facing Processes

Technology Focus: Customer Relationship Management (CRM) Systems

Assigned Readings:

Case Study: Hilton Hotels: Brand Differentiation through CRM, HBS Case 9-809-029.

Session 11 (Nov. 9): Justification and Evaluation of IT Projects

*** MID-TERM***

Assigned Readings:

Case Study: Hilton Hotels: Brand Differentiation through CRM, HBS Case 9-809-029.

Session 12 (Nov. 16): Security, Privacy, and Ethics

Assigned Readings: (Available in Sakai under “Assignments”)


Session 13 (Nov. 23): Implementation and Use of IT Systems

Assigned Readings:

Case Study: The ITC eChoupal Initiative. HBS Case 9-604-016.

Session 14 (Nov. 30): E2B Final Project Presentations

20 minute presentations followed by Q&A.
ALL students will be present in the classroom for ALL presentations.

University and School Policies

This course will require electronic submission of written projects through the plagiarism detection service Turnitin (http://www.turnitin.com). Turnitin is an online plagiarism detection service that conducts textual similarity reviews of submitted papers. When papers are submitted to Turnitin, the service will retain a copy of the submitted work in the Turnitin database for the sole purpose of detecting plagiarism in future submitted works. Students retain copyright on their original course work. The use of Turnitin is subject to the Terms of Use agreement posted on the Turnitin.com website. You may request, in writing, to not have your papers submitted through Turnitin. If you choose to opt-out of the Turnitin submission process, you will need to provide additional research documentation and attach additional materials (to be clarified by the instructor) to help the instructor assess the originality of your work.

Policies on conduct are stated in the academic catalogue and can be viewed online at: http://bschool.pepperdine.edu/academic/catalog/GScatalog03.pdf

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. Please check the catalog index under “Conduct” for the current page numbers. 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.

The Disability Services Office (DSO) offers a variety of services and accommodations to students with disabilities based on appropriate documentation, nature of disability, and academic need. Any student with a documented disability (physical, learning, or psychological) needing academic accommodations should contact the Disability Services Office (Main Campus, Tyler Campus Center 225, x6500) as early in the semester as possible. All discussions will remain confidential. Please note that if a student does not request accommodation or provide documentation, faculty members are not obliged to provide accommodations. Please visit http://www.pepperdine.edu/disabilityservices/ for more information.
Course Policies

Assignments must be submitted on time, and should be original work. Please remember that failing to provide citations for the words or ideas of another is plagiarism, and contravenes University and School policies. Citations must be provided for direct quotes and paraphrasing.

Study.Net

Student Instructions to Access Course Materials

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