

# Syllabus of Information Management and Strategy

## 資訊管理 教學大綱

Acronym: IMS

Version: 0.1.4

(本文件前半部分為專案管理所需資訊，後半部份為教學大綱內容草案，僅供專案相關討論與參考。)



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## REVISION RECORDS

| Version | Reviser | Revision Date | Revision Reason |
|---------|---------|---------------|-----------------|
| 0.1.0   | 陳鴻基     | 20070917      | Draft version 1 |
| 0.1.1   | 陳鴻基     | 20080220      | Draft version 2 |
| 0.1.2   | 陳鴻基     | 20080410      | Draft version 3 |
| 0.1.3   | 陳鴻基     | 20080605      | Draft version 4 |
| 0.1.4   | 陳鴻基     | 20080620      | Draft version 5 |
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|         |         |               |                 |
|         |         |               |                 |

### Revision Description:



## GENERAL INFORMATION

**Date:** July 3, 2008 ~ September 18, 2008

**Time:** 每週四，14:20-18:00 PM

**Venue:** A 班(管理學院 管壹 103 教室)、B 班(管理學院 管壹 104 教室)

**Faculty:**

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## NATURE AND SCOPE

The objective of the course is to provide students with a better understanding of the influence of 21<sup>st</sup>-century technologies on business decisions. The course will examine how information technology (IT) enables organizations to conduct business in radically different and more effective ways and discuss today's challenges from the point of the view of the managers who are grappling with them. It recounts stories of success and failure, focusing on the issues faced and the decisions made by executives in companies around the world. This course is based on the fundamental premise that the major role of information technology is to provide organizations with strategic advantage by facilitating problem solving, increasing productivity and quality, improving customer service, and enabling business process reengineering. By taking a practical, managerial-oriented approach (case studies), this course discusses how IT can be used by information system department, by end users and vendor as well. Managing information resources, new technologies, and communications network is becoming a critical success factor in the operations of many companies and will be addressed in the course too.

The course is divided into three modules. The first module is aimed at understanding the impact of IT on industries, markets and organizations. It discusses issues of strategic positioning and explains how 21st-century IT provides opportunities to alter market/industry structure, power, and relationships. New technologies also enable new organizational capabilities and management/leadership principles. The second module examines the operational issues at the interface of business and technology as it examines approaches to designing and managing open-standard, net-worked technology infrastructures. The third module concentrates on the leadership and management of IT activities, focusing on the issues that arise at the boundary as four key constituents-business executives, IT executives, users, and IT partners-work together to leverage technology to create a sustainable advantage.

幫助EMBA學生學習如何使用（及管理）資訊科技，並藉以活化商業程序、經營電子化商務、改進企業決策制訂，以及取得競爭優勢等等。討論企業整體、或事業單位所面臨的策略性決策，資訊科技對策略性決策所有決策與相關管理支援，關乎企業的長期發展方向、牽涉企業內部各功





能領域的整合考量。因此，學習者必須從最高主管的角度，思考企業如何在競爭的環境中，構築競爭優勢、實現企業目標、達成永續成長，而本課程主要強調放在取得競爭優勢、支援電子化企業作業與決策，以及啟動電子化商務和企業協同合作時，資訊科技在其中所扮演的策略角色。

資訊管理與策略課程的設計，則是針對影響企業經營績效的策略性決策，運用資訊技術與管理，協助企業建立有效的經營策略與競爭優勢；具體而言，本課程在結構上將分為兩個主要的部份：

## 1. 資訊科技管理對企業策略支援

主要強調放在取得競爭優勢、支援電子化企業作業與決策，以及啟動電子化商務和企業協同合作時，資訊科技在其中所扮演的策略角色。

## 2. 透過資訊科技管理活化企業程序、改進企業決策制訂，以及取得競爭優勢

思考企業如何在競爭的環境中，構築競爭優勢、實現企業目標、達成永續成長。為回應此一學習的特質、目標與挑戰，本課程將以個案討論為主體的學習模式，輔以教材閱讀與課堂重點講授的方式，期使學習者能夠在互動與討論的過程中，形成正確的管理思維。

## LEARNING MATERIALS

### Textbook

None

### Reference Books

Corporate Information Strategy and Management, 7<sup>th</sup> by Lynda M. Applegate, Robert Austin, and Warren McFarlan, McGraw-Hill and Irwin, ISBN:0-07-245672-8

### Cases

All the following cases are proposed for teaching group reference.

1. Learning from LeapFrog
2. Wyndham International: Fostering High-Touch with High-Tech
3. IT doesn't matter (HBS case no. 3566)
4. Mastering the Management Systems ? (HBR 2008)
5. Funding growth in an age of austerity (HBS 2008)
6. Rand McNally Maps Out a Trip to a Digital Future
7. Harrah's Big Database Gamble

## SUPPLEMENTARY MATERIALS

## COURSE REQUIREMENTS

本課程配合個案授課需要每班將分為六組(預估每組約 10 人)，每一組需負責準備一個個案，包括：個案報告、個案提問等，並上台報告 20 分鐘。





## GRADING POLICY

本課程共分三部份，成績佔學期成績分別是 45% 20% 35%，成績分項比重則請參見上課時所發的課程大綱：

|                                    |     |
|------------------------------------|-----|
| ➡ Discussion                       | 45% |
| ➡ Home Work (以組為單位，每一模組一份作業，共三份作業) | 20% |
| ➡ Term Paper (每位同學均需寫一份報告)         | 35% |

## TIME/ SCHEDULE

### Module 1 Business Impacts

Between 1997 and 2001, an estimated \$2.5 trillion was spent on IT in the US-nearly double the amount for the previous five years. The same pattern was seen around the world. This spending highlights both the search for the opportunity and the avoidance of operational risk that accompanies the ever-increasing dependence on and impact of IT. Exploiting these opportunities, while avoiding the pitfalls, requires vision, sound execution, and ability to respond quickly. It also requires a deep understanding of how industries, markets, and organizations are built and managed for optimal performance.

This module enables discussion of approaches executive's use, decision they make, and issues they faces as they attempt to leverage IT to create business advantage and avoid risk. The issues of IT strategic position and alignment, business design, and investment decision making are covered.

### Session 1 IT-enabled Networked Economy: value creation and business model

#### Content

1. Orientation: Course Structure, Requirements, Policies and Norms (20 min.)
2. What is the Networked Economy (30min.)
3. Value creation and business model (50 min)

#### Material

Lecture note

### Session 2 Information Technology, Strategy, and Organization

#### Content

1. IT and Strategy (50 min)
  - What the forces shape strategy?
  - What a strategy audit is?



How to assess IT impact and alignment?

Opportunity and risk

2. IT and Organization (50 min)

Organization capacity requirement for sustainability

Information, organization, and control

Characteristics for different organizational structures

## Material

Textbook chapter 1,2

## Session 3 CASE: Learning from LeapFrog

### Content

1. Case Presentation (30 min.)

2. Cases discussion (50 min.)

How LeapFrog leapfrogs its competitor?

What is the creative spirit at LeapFrog? And how to preserve it?

What are the critical success factor for LeapFrog?

What are the LeapFrog's core competence?

What are the challenges that LeapFrog faces?

3. Case Wrap-up and Review. (20 min.)

### Case : HBS Case – Learning from LeapFrog

## Session 4 Making the Case for IT

### Content

1. Extending the Enterprise (50 min.)

Understanding business networks – ecosystems

Hybrid governance model design

Collaborative community building

Emerging network business models

2. Making the Case for IT (50 min.)

Building the business case for IT

IBM's transformation



## Material

Textbook chapter #3 、 4

## Session 5 Case: Wyndham International: Fostering High-Touch with High-Tech

### Content

1. Case presentation (30 min.)
2. Case discussion (50 min.)

What are the strategies at Wyndham for delivering a sustainable competitive advantage?

How the Wyndham build its brand?

What are the critical success factor for Wyndham?

What are the Wyndham's core competence?

What are the challenges that Wyndham faces?

3. Case Wrap-up and Review. (20 min.)

### Case : HBS Case—Wyndham International: Fostering High-Touch with High-Tech



## Module 2 Managing Infrastructure and Operations

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In recent years, changes in computing infrastructure have led to fundamental changes in how business operates. As a result, today's managers must deal with new challenges and threats. Fortunately, ever-improving technologies offer a growing number of problem-solving options to help operational managers realize greater efficiencies and capabilities. This module discusses how changing infrastructure affects business, how management priority must shift, and how the risks that affect day-to-day operations can be reduced.

### Session 6 IT doesn't matter

#### Content

1. What were the points made?
2. Are you for/against them?
3. Does IT matter? What really matters?

#### Case:

HBS Case — "IT Doesn't Matter"

### Session 7 Contents infrastructure

#### Content

1. What are the components of a company's management system?
2. What are the (3) most important/neglected events?
3. What are the (3) most useful IT tools/services?

#### Case:

HBS Case — "Mastering the Management Systems" HBR Jan 2008

### Session 8 Network infrastructure

#### Content

1. What are the basic components of today's business network?
2. What are the options and trends?
3. How do we decide what to invest?





## Session 9 Security infrastructure

### Content

1. The importance and value of IS security Management in modern organizations
2. Implementation of IS security policy in the organization
3. What matters the most in today's IT environment?

## Session 10 Continuous innovation infrastructure

### Content

1. What can help to secure innovations?
2. Can service innovation be a science?
3. Methodologies and tools

### Case:

HBS Case – "Funding growth in an age of austerity" HBR Mar 2008



## Module 3 : Leadership Issues

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Although leadership of the IT function has changed dramatically in the past two decades, some core issues have persisted. How should IT staff be organized to support business activities? Which IT functions should be performed inside the firm and which should be performed outside? How should we manage IT projects, especially mega projects that have increased in size beyond anything in our past experience? This module provides a basis to exam these issues in their twenty-first-century form.

### Session 11 Information Technology and Business Environment

#### Content

1. The Vital Information Technologies of Today
2. IT and Business Management
3. The Effects of IT on Business Environment

### Session 12 Introducing Information Systems Framework

#### Content

1. IT and Organization Performance
2. The New Role of Information Systems in Organization
3. The Concept Framework of IS

### Session 13 Case A : Rand McNally Maps Out a Trip to a Digital Future

#### Content

1. Case presentation (30 min.)
2. Case discussion (50 min.)
  - a. What are some effects of IT on this enterprise?
  - b. How would you manage this firm if you are the CEO?
  - c. What are some insights you have gained from the case?
  - d. What are some of the important things you have learned?
3. Case Wrap-up and Review. (20 min.)





## Session 14 Types of Business Information Systems and Development Strategy

### Content

1. The Role of Supervisor in IT management
2. Organizational IS Types and Development Strategy
3. e-Business IS Development Strategy

## Session 15 Case B : Harrah's Big Database Gamble

### Content

1. Case presentation (30 min.)
2. Case discussion (50 min.)
  - a. What are critical success factors to implement the information system?
  - b. What is the significance of IT for this enterprise?
  - c. What are some insights you have gained from the case?
  - d. What are some of the important things you have learned?
3. Case Wrap-up and Review. (20 min.)

## Session 16      **Final Examination**    (to be scheduled)

