

Syllabus of Information Management and Strategy

資訊管理 教學大綱

Acronym: IMS

Version: 0.2.5

(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
0.2.0	陳鴻基	20090722	Draft version 6
0.2.1	許瑋元	20090825	Draft version 7
0.2.2	陳鴻基	20090930	Draft version 8
0.2.3	陳鴻基	20091007	Draft version 9
0.2.4	陳鴻基	20100521	Draft version 10
0.2.5	陳鴻基	20100609	Draft version 11

Revision Description:

Used in 2010 Summer



GENERAL INFORMATION

Date: 2010/6/19 ~, 2010/9/25

Time: 每週六，01 班 13:40-17:20 PM、02 班 9:00-12:40 AM

Venue: 01 班(管理學院 管壹 玉山廳)、02 班(管理學院 管壹 冠德廳)

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NATURE AND SCOPE

The objective of the course is to provide students with a better understanding of the influence of 21st-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 two 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, leadership, 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.



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, 8th by Lynda M. Applegate, Robert Austin, and Deborah L. Soule, McGraw-Hill and Irwin, ISBN:978-007-126319-1

Cases

The following cases are used.

1. IBM's Decade of Transformation: Turnaround to Growth (9-805-130 rev. April 1, 2009)
2. Harrab's Big Database Gamble (哈樂斯的資料庫豪賭)
3. Is Second Life Ready for Business? (第二人生準備好商業化了嗎?)
4. Li & Fung: Internet Issues (9-301-009)
5. Strategic Outsourcing at Bharti Airtel Limited (9-107-003)

The following short articles are used.

1. Mastering the Management Systems (R0801D)
2. Getting IT Right (R0402E)
3. Information Technology and the Board of Directors (R0510F)
4. Leadership Principles for IT Governance (8097BC)
5. Smarter offshoring (R0606E)



6. Open source: Salvation or suicide? (R0804A)

SUPPLEMENTARY MATERIALS

COURSE REQUIREMENTS

本課程配合個案授課需要每班分為若干組(預估每組約 5-6 人)。

GRADING POLICY

本課程共分二部份，成績佔學期成績分別是 50% 50%，成績分項比重如下：

➡ Discussion	50%
➡ Individual Home Work (1)	50%

TIME/ SCHEDULE

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's strategic values (曹承礎教授)

Content

1. What caused IBM's fall?
2. Did IBM learn the lessons?
3. What analogy can you make between IBM's case and today's business IT environment?

Material

Case IBM's Decade of Transformation: Turnaround to Growth (9-805-130 rev. April 1, 2009)
(focus on p. 1 to p. 10)

Reference: IT doesn't matter



Session 2 Business intelligence: strategic values of data（曹承礎教授）

Content

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

Material

Ref: Mastering the Management Systems (HBS short article R0801D) HBR Jan 2008

Session 3 Network, community, and services（曹承礎教授）

Content

1. How is the ubiquity nature of IT affecting us?
2. What is the implication of cloud computing to IT-enabled services?
3. Social networking and the competition.

Material

Lecture note

Session 4 Continuous innovation infrastructure（曹承礎教授）

Content

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

Material

Lecture note

Session 5 Knowledge Management: managing intellectual assets（曹承礎教授）

Content

1. Knowledge, knowledge management and KM framework
2. Measuring KM activities
3. Maturity, priority & optimization of KM initiatives

Material

Lecture note



Session 6 New Role of IT in Organization (翁崇雄教授)

Content

1. IT, Organization and Business Management
2. Concept Framework of IS
3. Value creation, Business Model and Network

Material

Lecture note

Session 7 IT, Business Strategy and Environment (翁崇雄教授)

Content

1. IT and Strategy
2. Making the case for IT
3. The Effects of IT on Business Environment
4. Economics of IT
5. Short article: Getting IT Right (R0402E)

Material

1. Lecture note
2. HBR short article: Getting IT Right (R0402E)– 將資訊科技導入正途

Session 8 CASE: Harrab's Big Database Gamble(哈樂斯的資料庫豪賭) (翁崇雄教授)

Content

1. Case presentation (30 min.)
2. Case discussion (50 min.)
3. Case Wrap-up and Review. (20 min.)

Case : Harrab's Big Database Gamble(哈樂斯的資料庫豪賭)

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 9 WWW-based Application and Business (翁崇雄教授)

Content

1. e-Commerce, e-Business
2. Digital market and digital product and service
3. Global interorganizational systems

Case

1. Lecture note

Session 10 Case : Is Second Life Ready for Business?(第二人生準備好商業化了嗎?) (翁崇雄教授)

Content

1. Case presentation (30 min.)
2. Case discussion (50 min.)
3. Case Wrap-up and Review. (20 min.)

Case: Is Second Life Ready for Business?(第二人生準備好商業化了嗎?)

Session 11 IT Leadership and IT Governance (陳鴻基教授)

Content

1. IT Leadership Principles
2. IT Governance

Material

1. Lecture note
2. HBR short article: Leadership Principles for IT Governance (8097BC)
3. HBR short article: Information Technology and the Board of Directors (R0510F)



Session 12 Case: Li & Fung: Internet Issues (陳鴻基教授)

Content

1. Case presentation (30 min.)
2. Case discussion (50 min.)
3. Case Wrap-up and Review. (20 min.)

Case : HBS Case—Li & Fung: Internet Issues (9-301-009)

Session 13 IT Outsourcing and New Strategy (陳鴻基教授)

Content

1. IT outsourcing
2. Next IT strategy
3. Green IT

Material

1. Lecture notes
2. Your Next Strategy (R0109G)
3. HBR short article: Smarter Offshoring (R0606E) –更有智慧之境外委外管理

Session 14 Case: Strategic Outsourcing at Bharti Airtel Limited (陳鴻基教授)

Content

1. Case presentation (30 min.)
2. Case discussion (50 min.)
3. Case Wrap-up and Review. (20 min.)

Case: HBS case – Strategic Outsourcing at Bharti Airtel Limited (9-107-003)



Session 15 Security infrastructure (許瑋元教授)

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 16 Web Services & Open Source (陳鴻基教授)

Content

1. Service Science
2. Web Service and System Integration
3. Open Source

Material

1. Lecture note
2. HBR short article: Open source: Salvation or Suicide? (R0804A) –開放性程式碼:救助或自殺