MGMNT 4185: Managing in a Digital World

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Instructor: Antonie Stam
Office Hours: After class and by appointment
E-Mail: stama@missouri.edu

Note: The schedule in this syllabus is based on the assumption that the lectures will cover three weeks. If other activities (*e.g.*, company visits) need to be fit in, then the schedule will be modified (in that case, not all topics will be covered).

Course Description and Objectives

This interdisciplinary course will introduce you to the impacts of technological change and globalization from the perspective of various different disciplines, both business and beyond (law and journalism). You will be introduced to electronic commerce, digitization and globalization to prepare you to respond to the challenges of the digital world. You need not acquire specific technological skills; you will acquire a working understanding of how digital technologies function at the conceptual level.

Digital technologies have revolutionized global communications. Whether from the perspective of journalism, business or the law, the impact of these new communications channels has been substantial. You will be introduced to the principles, opportunities, and ethical use of electronic commerce. Special attention will be given to several emerging technologies that support managerial decision making and enterprise-wide computer systems such as ERP. Digital media raise recurrent questions which call for political and social solutions. You will be introduced to the broader issues raised by technological change, such as globalization, political boundaries, access, ownership and uses of information, marketing, *etc*. You will achieve an understanding of how new media are different from print or broadcast media and the consequences of those differences, not only in terms of journalism issues but also in terms of developing new, more effective business models for media enterprises. Throughout, the emphasis will be on identifying and analyzing the many ways in which computer technology and globalization have connected the different disciplines, effectively changing the way in which we live, work and do business.

In a nutshell, this course seeks to *broaden your perspective* about how digital technology affects you and the world around you. In your studies, you are already focusing on a specific area of study, such as Marketing, Finance, Management or Accounting. At institutes of higher learning, the material covered tends to go in-depth into very specific topics. As a result, you may end up knowing a lot about a specialized area of limited scope, but not so much about how this all relates to the world at large. This can be an advantage, but also a disadvantage.

Often, it is beneficial to get a "different" perspective on things. You may find it surprising how differently people from different backgrounds and disciplines view one and the same issue. In this class, your perspective on technology and the digital world that we all live and work in from several distinctly different perspectives – law, journalism and business. You will develop a keen understanding and appreciation of various alternative digital technology-related viewpoints, perspectives and value systems. As such, this course will also help prepare you for your future career – as you will likely encounter and will work with colleagues with diverse backgrounds and areas of expertise.

Course Materials

There will be no formal textbook for this course. The reading materials in this course will be made available online (*e.g.*, in the form of pdf files, MS Word documents, PPT files, hyperlinks). Consistent with the nature of this course, you will do much of your background research on the web.

We will discuss several readings from the text *From Quill to Cursor*, published by OSCE (http://www.osce.org), Vienna 2003. You will not need to acquire a "hard copy" of this publication; the instructor will make several hard copies available, and the text may also be available in pdf format from the OSCE website (see http://www.osce.org/fom/documents/books).

All course materials (e.g., required and optional readings) are available from the University of Missouri Blackboard site.

Access to Blackboard

To access this site, go to https://courses.missouri.edu and click on the Blackboard link. You will get the login screen. If you are an MU student, you have already been entered in the class roll – for user name type your MU pawprint, for password type your pawprint password. Click login to enter Blackboard. If you are an Alicante (Rafael) student, then you can access the Blackboard site using the user name *stam_guest*, password *guest*. You should now have the MU Blackboard site in front of you, with a link to our course. It may even be possible to create separate Blackboard accounts for each Alicante (Rafael) student – I will let you know if that materializes (it depends on MU "rules and regulations" regarding the use of MU computer resources).

Course Requirements

Individual Work

Each of you will submit a Reflection Paper on *three* of the topics listed below. This paper should be in MS Word format and should not exceed two pages (12 point, regular margins, double-spaced), excluding references, tables, pictures. *Reflection papers are **due** (hard copies) at the beginning of class on the day the topic you write about is covered. Late submissions will not carry credit* (since we will already have talked about the topic!). Each of you is expected to read the assigned materials. You are also encouraged to delve into the topics beyond the assigned readings. You are also expected to participate actively in the class discussions. Your preparation and in-class participation will be taken into account in determining your class participation grade.

Remember that the class discussions are meant to broaden our minds. Your active participation is a crucial ingredient to the success of our class. I will frequently seek to draw you out into the discussions! There are no "wrong" answers in this class – there may be more thoughtful and less thoughtful comments, but that is quite all right. Do not be afraid to disagree, we want spirited exchanges of views. Therefore, we will encourage potentially controversial points of view – as long as these professional and respectful, and are expressed in a professional and respectful manner. We want to create and maintain an open class environment in which all opinions (hopefully informed and relevant opinions) can be expressed. There will be a 100 point penalty for each absence. Roll will be taken at the

beginning of class (not at the end) – so if you are not present at the start of class, you will be counted as absent, even if you show up later.

3x5 Cards

Bring an index card (3x5 inches – about 8x12 cm) to *each* class. I will ask you to write your name, the date and the answer to a "question of the day" on this card. Sometimes the question will ask about the previous day's topic; sometimes about today's topic. Occasionally, the question may have nothing to do with the class. Your answers will serve as a barometer for me. The purpose of the index card exercise is to keep track of class attendance (you will receive some minimal partial credit just for writing out your name and the date; the other part of the credit will depend on your answer to the "question of the day"), plus it gives me a wonderful tool to keep a finger on the pulse as far as your learning is concerned.

Postings of Interesting Student Reflections, Files and Links

I have created a Discussion Forum in Blackboard, where you (and I) can share interesting items related to this class. Such items may be files, links to websites or just your personal opinion about an interesting issue. In my experience, many these postings are extremely fascinating, so do participate (*on a voluntary basis*) and check others' postings now and then. You get to the forum by clicking on Discussion Board within Blackboard. Enjoy!

Team Projects

There will be two Culturally Oriented Team Projects (#1 and #2), focused on the use and impact of technology on people, culture and society.   *Half* of the teams will give an in-class PPT presentation on Team Project #1; *The Other Half* of the teams will give an in-class PPT Presentation on Team Project #2. *Each team* will post a write-up (2-5 pages, double-spaced) on Blackboard for *both* Team Project #1 and Team Project #2. So, each team presents once and posts two write-up.

Details about the nature of the team projects will be provided at a later time.

The Exam

There will be one exam, on the last day of class. It will be open book, open notes, open mind. You will not be allowed to communicate with anyone during the exam – not with people, not with computers. The exam will consist of short essay questions. The questions will address topics that were directly discussed in class, and will test your understanding of issues that we discussed (studying the concepts), as well as your ability to combine, connect and generalize these issues (stimulating your creativity).

Grading

Graded work will be weighted as follows:

Class Participation	100 points
Answers to 3x5 Card Questions (almost every day)	100 points
Individual Reflection Papers (3)	200 points
Team Projects (Technology and Culture) (2)	200 points
Final Exam (1)	400 points
Total	1000 points

Non-MU students: At the beginning of the course I will let you know the grading scheme that applies to you (I understand that the system used in Alicante is different from the USA, and someone will explain the rules to me once I arrive in Alicante). To give you (non-MU students) some idea – as a general standard, you will not pass the course if you have less than 800 points in the class. Also, you will not pass if you have missed two or more classes. MU students: you will be graded on a S/U (Satisfactory/Unsatisfactory) basis. Your grade will be "S" if and only if you receive at least 800 points in the class. Each absence will reduce your total score by 100 points (**note:** attendance will be taken at the beginning of class).

Tentative Schedule, Short Description and Readings

Team Project #1: Due Wednesday July 20.

Team Project #2: Due Wednesday July 27.

Schedule

Monday July 11: Principles of the New Economy

Short description: We'll review and discuss ten (or eleven?) characteristics of the new economy that have opened up new opportunities to do business, communicate and organize our lives. You'll be surprised to learn in how many ways IT "touches" you, and how many new opportunities exist, ready for the entrepreneur to harvest.

Required Readings (for Monday July 11):

1) Jerry Useem, "Annotated Principles of the New Economy, Slightly Revised," *Business 2.0*, August 2001 (4 pages). <<live link available only to subscribers>>

Optional Readings (for Monday July 11):

1) W. Brian Arthur, "Increasing Returns and the New World of Business," *Harvard Business Review*, July-August 1996 (10 pages).
   http://www.santafe.edu/arthur/Papers/Pdf_files/HBR.pdf.

Tuesday July 12: The IT Revolution – is it a true revolution, or merely a hype?

Short description: We all know what happened to the dot com boom - the bubble burst in 2000. Likewise, we had the Y2K problem. It was no (major) problem. The question is – are we in the middle of an IT revolution, or is it mostly a hype? How would we measure and validate the presence or absence of a major shift (due to a revolution), and what is the nature of this shift, if it exists? Has your life been affected by IT? How?

Required Readings (for Tuesday July 12):

1) W. Brian Arthur, "Is the Information Revolution Dead?" Business 2.0, March 2002 (10 pages). <<live link available only to subscribers>>

Optional Readings (for Tuesday July 12):

1) W. Brian Arthur, Andy Grove and Lawrence Lessig, "Business 2.0 Live! Is the Information Revolution Dead?" *Business 2.0*, April 2002 (2 pages). <<live link available only to subscribers>>

This is an introduction of the next two readings.

2) W. Brian Arthur, Andy Grove and Lawrence Lessig, "Business 2.0 Live! Is the Information Revolution Dead? Part I" *Business 2.0*, April 2002 (13 pages). <<live link available only to subscribers>>

This is the transcript of a live (and lively!) discussion, Part I.

3) W. Brian Arthur, Andy Grove and Lawrence Lessig, "Business 2.0 Live! Is the Information Revolution Dead? Part II" *Business 2.0*, April 2002 (11 pages). <<live link available only to subscribers>>

This is the transcript of a live (and lively!) discussion, Part II.

4) "Survey: The New Economy, Part I," The Economist, October 2000 (many pages). <<live link available only to subscribers>>

This reading is amazingly insightful - but unfortunately pretty long as well ... that is why it is an optional (and by no means required) reading. I will draw extensively on this source in my in-class presentation. I include it for those of you who are fascinated with this topic.

5) "Survey: The New Economy, Part II," The Economist, October 2000 (many pages). <<live link available only to subscribers>>

Same comments as for optional reading #4 above. I chopped the Economist survey up in two parts, becasue the file would otherwise have been too large to handle. :)

6) "Business: A Clicking Bomb; Software Patents," *The Economist*, September 2003 (2 pages). <<live link available only to subscribers>>

7) "E-Commerce (A Special Report) - Worlds Apart," *The Wall Street Journal*, (2 pages). <<live link available only to subscribers>>

8) John R. Allison and Emerson H. Tiller, "Internet Business Method Patents," *Texas Business Review*, October 2002 (3 pages). <<live link not available>>

Wednesday July 13: E-Democracy; Freedom of Information; the OSCE

Short description: Some (most) countries frantically attempt to control the flow of information. Sometimes in order to maintain absolute power, other times (presumably) to combat international terrorism. Do you think that your country control the flow of information? Has the advent of the internet stimulated democracy, or not? Is the information available online more or less reliable than in the days of printed news? Can we trust bloggers? Who qualifies as a journalist, and who does not?

Required Readings (for Wednesday July 13):

1) From "From Quilt to Cursor," read the article by Sandy Starr, "The Diminishing Importance of Constitutional Rights in the Internet Age," *OSCE*, 2003, pages 57-71 (15 pages). **Note:** the *other* articles in "From Quilt to Cursor" are optional, **not** required. http://www.osce.org/item/13569.html

2) Read the one-page article by Ben Edelman, "On a Filtered Internet, Things Are Not As They Seem," *Reporters Without Borders*, see the attached file (1 page), or link to it online via http://www.rsf.org/print.php3?id_article=10761.

Optional Readings (for Wednesday July 13):

1) "From Quill to Cursor," *OSCE*, 2003. http://www.osce.org/item/13569.html

2) "Spreading the Word on the Internet," OSCE, 2003. http://www.osce.org/item/13574.html

Both electronic "booklets" are publications of the OSCE (Organization for Security and Co-operation in Europe). One issue that the OSCE is concerned with is monitoring freedom of the media, especially in the "emerging democracies" in central Europe and countries that once belonged to the former USSR. You may want to check out the OSCE website at http://osce.org/, if you're interested in their mission.

Note that only one article in "From Quill to Cursor" (the one by Starr) is required reading. All the others in that booklet and in "Spreading the Word on the Internet" are for the enthusiasts among you who wish to read and shun the sunshine. I don't expect you to read them all ... but maybe you'll surprise me and read one article?

3) Read (browse) through the presentation slides by Ben Edelman at http://cyber.law.harvard.edu/people/edelman/slides/ams-2003/. (you can print the file out, but unfortunately you - or I - cannot download it; when printing keep in mind that the background is blue/black ... it may suck up lots of ink). This presentation is about Internet Filtering and its sometimes unanticipated consequences.

Thursday, Monday July 14, 18: Enterprise Systems

Short description: Perhaps the largest impact of IT on business has been in the area of enterprise systems, aka enterprise resource systems. These systems are very complex and seek to integrate all information in the organization. This means standardization of data, software and hardware, as well as affective communication systems to make the different parts of the organization "talk" to each other. ERP facilitate an optimal flow of information throughout the organization. If implemented successfully (a big IF, as we'll see), an ERP enables the organization to also integrate its suppliers and customers into a supply chain management system; it enables the organization to globalize its activities and seek out all kinds of business partnerships. We'll briefly explore what these systems are all about; what problems can occur when planning for and designing such a system; and when implementing and using this kind of system; what motivates a business to adopt such a system (the bottom line is: adding value). Plus, we'll look at who needs a system like that and who does not. We'll also look at alternative types of computer system configurations (non-ERP) that may be better suited for certain types of businesses.

Required Readings (for Thursday July 14):

All of the chapters on ERP that we'll cover are from the text by David Olson: David L. Olson, *Managerial Issues of Enterprise Resource Planning Systems*, McGraw-Hill, 2004, ISBN #0-07-286112-6.

1) Olson's ERP text, Chapter 1: Enterprise Resource Planning Systems (pages 1-10). <<no link available>>

2) Olson's ERP text, Chapter 2: ERP Modules and Historical Development (pages 11-21).
    <<no link available>>

These two chapters provide a gentle introduction to ERP. These two chapters are the required readings for today … during class we'll explore more detailed aspects of ERP as well (see below).

Optional Readings (for Thursday July 14):

If you feel so moved, read the Olson chapters 3-6 … that's what we'll be talking about, in addition to Chapters 1 and 2 … basically, today we'll look at three aspects of ERPs: 1) What the heck is an ERP and what are ERPs used for; 2) how do we select a system that is good for us; and 3) what are some ERP "best practices." The latter will definitely help us pick an appropriate ERP for our company.

Now, planning for a new computer system offers us a unique opportunity ... namely to re-think what we're currently doing and how we go about doing it. New technology will enable us to re-organize our activities and even the whole organization to make optimal use of the opportunities! This is called BPR - business process re-engineering.

Of course it's possible to ignore the vast new opportunities, but in that case our new computer system will only give us good efficiency (a bit faster, a bit more accurate, maybe say 6.1 percent improvement). If we engage in BPR, then we look far ahead in our planning - going where no man has gone before. This is effectiveness. Effectiveness means being creative and doing things that the company was not doing before (maybe because the technology wasn't there, or the market timing wasn't right). Effectiveness improvements can amount to 100 percent or more.
 Striving for effectiveness requires us to take a step back to get the "big" picture. An ability to think in terms of effectiveness is why some CEOs get paid the big bucks. It is much harder to think along the lines of improving effectiveness than in terms of efficiency.

Companies that adopt an ERP and don't engage in BPR may realize improvements of 5-10 percent; those that invest heavily in BPR (it's expensive and time consuming) may realize 100 percent improvement ... but of course the risk is higher as well (no pain, no gain).

Required Readings (for Monday July 18):

All of the chapters on ERP that we'll cover are from the text by David Olson: David L. Olson, *Managerial Issues of Enterprise Resource Planning Systems*, McGraw-Hill, 2004, ISBN #0-07-286112-6.

1) Olson's text Chapter 9: ERP and Supply Chains (9 pages). <<no live link available>>

Optional Readings (for Thursday July 14, Monday July 18):

We'll discuss the remaining readings from the Olson text, except for Chapter 8. The focus is on Supply Chains, a very important topic in business.

For completeness sake, anticipating great demand for extra readings (although you really don't need to read all this stuff unless you're bored to death), the following readings (the remaining chapters from Olson's ERP text) are ***optional*** in preparation for Monday's and Tuesday's class discussion:

All of the chapters are from the text by David Olson: David L. Olson, *Managerial Issues of Enterprise Resource Planning Systems*, McGraw-Hill, 2004, ISBN #0-07-286112-6.

1) Olson's ERP text Chapter 3: ERP System Options and Selection Methods (pages 23-46). <<no link available>>

2) Olson's ERP text Chapter 4: Business Process Reengineering and Best Practices (pages 47-59). <<no link available>>

3) Olson ERP text, Chapter 5: ERP System Installation Options (related to ERP Day 1).

4) Olson ERP text, Chapter 6: ERP Project Management (related to ERP Day 1-2).

5) Olson ERP text, Chapter 7: ERP Implementation and Maintenance (related to ERP Day 2).

   Olson ERP text, Chapter 8 -- fits better with later topics (see there).

6) Olson ERP text, Chapter 10: Advanced Technology and ERP Security (related to ERP Day 2).

7) Olson ERP text, Chapter 11: Trends in ERP (related to ERP Day 2).

Tuesday, Wednesday July 19, 20: CRM, Data Mining, Management Support Systems and Data Warehousing, Super Crunchers and Business Analytics

Short description: Sometimes, customer relationship management (CRM) systems are thought of as modules within an ERP system. This may or may not be the case. In any case, CRM systems are used to systematically gather relevant information about one's customers (or potential customers), and analyze the heck out of this information to find out what makes the customers tick – what are their preferences, what is their profile, how might we sell them additional products, or the same products at a higher profit, etcetera. There are several aspects to CRM – data collecting, data storage (in data warehouses), and data analysis/interpretation (data mining). We'll explore what these are all about. Nothing hands-on, it will all be conceptual with illustrative examples of Business Analytics and explore what the verb "super crunching" might mean in the context of today's topic.

Required Readings (for Tuesday July 19, Wednesday July 20):

1) Alice Dragoon, "All for One View," CIO Magazine, 2003 (6 pages). http://www.cio.com/archive/070103/integration.html

2) "CRM Unwrapped: The Naked Truth About CRM for Small and Mid-Sized Businesses," Sedona Corporation, 2004 (10 pages). <<live link available only to subscribers>>

3) Alison Bass, "CIGNA's Self-Inflicted Wounds: Integration Management," CIO Magazine, 2003 (8 pages). http://www.cio.com/archive/031503/cigna.html

Optional Readings (for Tuesday July 19, Wednesday July 20):

1) Kurt Thearling, "An Introduction to Data Mining: Discovering Hidden Value in Your Data Warehouse," Thearling.com, (10 pages). http://www.thearling.com/text/dmwhite/dmwhite.htm

2) "Enterprise Content Management: Taming Content Chaos: A Viewpoint by Deloitte Research," (25 pages). <<no live link available>>

3) Alex Berson, Stephen Smith and Kurt Thearling, "Data Mining and Customer Relationships," *Building Data Mining Applications for CRM,* McGraw Hill, 2000 (8 pages).   http://www.thearling.com/text/whexcerpt/whexcerpt.htm

4) J. D. Power, "Chapter 10: Building Knowledge-Driven DSS and Data Mining," Decision Support Systems, DSSResources, 2000++ (20 pages). <<live link available only to subscribers>>

5) Olson Text, "Business Intelligence Systems and ERP," Chapter 8 (pages 123-145). <<no link available>>

6) Andreea Vasiliu, "Dashboards and Scorecards: Linking Management Reporting to Execution," online article published by DSSResources.com, 2006 (13 pages). <<link available only to subscribers to DSSResources>>

7) Clyde Holsapple, "The Big Picture of DSS," Thought Leadership Interview with Dan Power, August 2004 (3 pages). <<link available only to subscribers to DSSResources>>

Thursday July 21: Ethics and Data Mining; Information Systems Control and Security Issues; Disaster Recovery Planning

Short description: In the first paret of today's discussion, we'll talk more in-depth about what data mining is, and how it impacts YOU. Then, we turn our attention to the legal, ethical and moral dimensions of data mining. Which activities are morally and ethically acceptable; which ones cross the line but are not illegal, strictly speaking; and which ones are flagrantly illegal. What is the responsibility (liability) of the organization and its employees? What protection, if any, do consumers (innocent lambs like you and me) have against data mining abuses?

In the second part of the discussion, we'll look at control and security issues – who controls the information in your company, and to what purpose? Who should have access, and should information monitoring practices be open or secret? Then, security issues – how can a company fortify itself against all kinds of IT-inspired or IT-enabled abuse and disaster? How about the government monitoring the flows and contents of information? Then, we turn to disaster recovery planning … planning on how to counter the impact of a potential disaster (natural or man-made).

Required Readings (for Thursday July 21):

1) Kurt Thearling, "Data Mining and Privacy: A Conflict in the Making?," DSstar, March 1998 (2 pages). http://www.thearling.com/text/dsstar/privacy.htm

2) Eric Dash, "Europe Zips Lips; U.S. Sells ZIPs," New York Times, August 2005. <<link available only by subscription>>

3) Aman Batheja, "Scanning the Pros and Cons of RFID Tagging," Ft. Worth Star-Telegram, October 2005. <<link available only by subscription>>

4) Laudon and Laudon,"MIS, Managing the Digital Firm" 9th Edition, End-of-Chapter 5 case "Security Versus Privacy: Does Terrorism Change the Debate?" Prentice Hall, 2004 (3 pages). <<no link available>>

5) Laudon and Laudon,"MIS, Managing the Digital Firm" 9th Edition, End-of-Chapter 7 case "Database Woes Plague Homeland Security and Law Enforcement," Prentice Hall, 2004 (4 pages). <<no link available>>

6) Ann Zimmerman and Gary McWilliams, "Inside Walmart's 'Threat Research' Operation," MSN Money (online) and Wall Street Journal, April 2007. http://articles.moneycentral.msn.com/Investing/Extra/InsideWalMartsThreatResearchOperation.aspx?GT1=9314

7) The Associated Press, "T.J. Maxx Data Theft Worse Than First Reported," MSN.com, The Associated Press March 29, 2007 (2 pages). http://www.msnbc.msn.com/id/17853440/.

8) The Associated Press, "Is Your Computer a Criminal?" MSN.com, The Associated Press March 29, 2007 (8 pages). http://redtape.msnbc.com/2007/03/bots_story.html.

9) The Associated Press, "Virus Gang Warfare Spills onto the Net." MSN.com, The Associated Press March 29, 2007 (4 pages). http://redtape.msnbc.com/2007/04/virus_gang_warf.html.

10) The Associated Press, "Who's Behind Criminal Bot Networks?" MSN.com, The Associated Press March 29, 2007 (6 pages). http://redtape.msnbc.com/2007/04/whos_behind_cri.html.

There are many more readings that I could require, but I won't ... surely we'll have lots to talk about anyway today.

Optional Readings (for Thursday July 21):

1) Bill McAllister, "Two Auctioneers in Lawsuit Over Customer List," *Linns Stamp News*, August 16, 2004, pages 13-14 (2 pages).

One stamp auctioneer firm (Matthew Bennett, Inc.) "illegally?" acquires the confidential database with customer informatino of another auctioneer (Manning). What do you think - is it a big deal?

2) Laudon and Laudon, "Can the Music Industry Change Its Tune?" *End-of-Chapter Case 4, The Digital Firm: Electronic Business and Electronic Commerce, Management Information Systems: Managing the Digital Firm,* 9th Edition, Prentice Hall, Englewood Cliffs, NJ, 2006.

We all remember Napster ... or do we? It's been a few years, but anyhow. Napster was shut down, has re-emerged somewhat in a different way (different business model). What are the ethics of the original Napster? What are they (and others) trying to do now?

3) Google in China (copy of an e-mail I received on 6/7/06). Source: SiliconValley.com.

So, Google compromised its own standards in order to do business in China. Ethical? Not? Hypocritical? Smart business? You decide ...

4) William A. McComas, "To Prevent Identity Theft, Congress Should Focus on Banking and Credit Card Industries," Legal Times, October 2005 (6 pages). <<live link available only to subscribers>>

5) Jonathan D. Glater, "Here it Comes: The Sarbanes-Oxley Backlash," New York Times, April 2005 (3 pages).

https://blackboard.missouri.edu/courses/1/mgmt_4185_as/content/_125945_1/%20Here%20It%20Comes%20The%20Sarbanes-Oxley%20Backlash.htm <<link live only by subscription>>

Monday July 25: E-Commerce and Information Systems Failures: Some Lessons to be Learned

Short descriptions: No course on managerial and business issues in the digital world is complete without looking at some unbelievable managerial failures (success stories are mostly boring and self-serving). We'll look at several of these failures … you'll be amazed that these high-paid CEOs and consultants alike made such terrible decisions.

Required Readings (for Monday July 25):

1) "Boo.Com: Poster Child for Dot Com Failure?" (4 pages)
   http://wps.prenhall.com/bp_laudon_mis_8/0,7599,684933-,00.html.

This is an excellent example of an e-commerce company, a virtual company (online only) that ruined its chances of success … can you figure out what went wrong?

2) "Hershey's Enterprise System Creates Halloween Tricks," (5 pages)
   http://wps.prenhall.com/bp_laudon_mis_8/0,7599,684910-,00.html.

… and in the case of Hershey, there is plenty of blame to go around to account for why their ERP rollout was a disaster of the worst kind. Again, what went wrong, who made what poor decisions, and who is to blame, really? Would you have done better – and if so, what would you have done differently?

Optional Readings (for Monday July 25):

None for today.

Tuesday July 26: Globalization Strategies and Outsourcing

Short description: The development of ERP and supply chain management software has opened up countless opportunities to do business globally – either within your own company, or in cooperation with business partners in global alliances. One such global business model was developed by FedEx. They were/are very successful. Brown (UPS) has followed FedEx's lead, but they seem to lag a bit behind at the moment. We'll look at what FedEx did, and extrapolate from their experience what else may be coming next in the globalization arena. Then, we'll turn to outsourcing, discussing whether it is a blight or a blessing. What are the pros and cons of outsourcing – who benefits, who suffers? Much of what we'll cover will be based on Thomas Friedman's writings on "The World is Flat" (the article and the book).

Required Readings (for Tuesday July 26):

1) Thomas L. Friedman, "The World is Flat, After All," New York Times, April 3, 2005 (9 pages).
   http://www.nytimes.com/2005/04/03/magazine/03DOMINANCE.html?ex=1270267200&en=cc2a00c4d9325374&ei=5088&partner=rssnyt

2) Pete Engardio, Michael Arndt and Dean Foust, "The Future of Outsourcing," BusinessWeek, January 2006 (4 pages).
   http://www.businessweek.com/magazine/content/06_05/b3969401.htm

Optional Readings (for Tuesday July 26):

1) Dion Wiggins and Diane Morello, "Outsourcing Backlash: Globalization in the Knowledge Economy," Gartner Research, July 2003 (4 pages).
http://www.gartner.com/DisplayDocument?doc_cd=116614

2) Christopher Koch, "Offshore Outsourcing - The Politics," CIO Magazine, September 2003 (11 pages). http://www.cio.com/archive/090103/backlash.html

3) Thomas L. Friedman, "Software of Democracy," New York Times, May 2004 (2 pages).
 https://blackboard.missouri.edu/courses/1/mgmt_4185_as/content/_125942_1/Op-Ed%20Columnist%20Software%20of%20Democracy.htm

4) Editorials by Thomas Friedman ...
https://blackboard.missouri.edu/courses/1/mgmt_4185_as/content/_125942_1/The%20New%20York%20Times%20%20Opinion%20%20%27The%20Other%20Side%20of%20Outsourcing%27%20Related%20Columns.ht.htm <<accessible by FREE subscription ... try it out ... it's FREE!!!!>>

5) Ronald Aronica and Mtewtwa Ramdoo, The World is Flat? A Critical Analysis of Thomas Friedman, Meghan-Kiffer Press, Tampa, Florida, 2006.

   This is a great critique of Friedman's take on globalization. I have a (hard) copy of this book.

Wednesday July 27: Recent Developments – Part 1

Short Description: Today, we'll think about the ways in which recent developments in IT, such as wireless communication, the Wikipedia (have a look at it, if you haven't yet! Create your own entry related to this course!), Blogging and Twittering, web mining (Googling), AI tools that affect not only you personally, but also Business, Management, society in general; last-but-not-least, Singularity (an interesting, mind-expanding prediction about how technology will affect us in the no-so-distant future).

Required Readings (for Wednesday July 27 and Thursday July 28):

1) Brad Reagan, "E-Commerce (A Special Report) -- Worlds Apart," The Wall Street Journal, June 2002 (2 pages). <<file on BB - link available only to subscribers>>

This article is not that recent ... but it addresses an issue that may be in the process of becoming extremely relevant to society (and, who knows, some of us).

2) Ajit Kambil, "Move Over Barcodes: Consumer-Good Firms Eye Radio-Frequency ID," Deloitte Reserach Emerging Technologies Brief, 2003 (4 pages). <<File on BB - Link available only to subscribers>>

RFID ... in 2003, totally new ... today just as new (because the technology hasn't yet been implemented, not even by Walmart!.

3) Steve Lohr, "Bar Code Detente: U.S. Finally Adds One More Digit," New York Times, July 2004 (3 pages). <<File on BB - live link available only to subscribers>>

4) David Pogue, "Google Mail: Virtue Lies in the In-Box," New York Times, May 2004 (4 pages). <<File on BB - live link available only to subscribers>>

Tweeting and Blogging

5) "Tweeting the people" - Article from The Economist about politicians on Twitter. http://www.economist.com/world/unitedstates/displaystory.cfm?story_id=13109717

6) Short article from Variety Magazine about a couple of different perspectives about Twitter in journalism. http://www.wilshireandwashington.com/2009/04/couric-and-stephanopoulos-twitter-and-the-trivial.html

7) Advertising Age article & video about the launch of a completely Twitter-based advertising agency for entertainment comapnies! http://adage.com/aboutdigital/article?article_id=135729

8) CNN article about a guy who "Twittered" himself out of a sticky arrest situation in Egypt. http://www.cnn.com/2008/TECH/04/25/twitter.buck/

9) This might not be totally applicable, but it's another article from The Economist, this time about social networks in general and how the need to form networks are supported in anthropology... http://www.economist.com/science/displaystory.cfm?story_id=13176775

10) Twitter & Facebook in branding strategy. http://www.forbes.com/2009/05/06/twitter-facebook-branding-leadership-cmo-network-adamson.html

11) Twitter during the flu epidemic - and the HARM it can do. http://www.usatoday.com/news/opinion/columnist/raasch/2009-05-07-newpolitics_N.htm

12) A look at how blogs might be hurting traditional journalism. http://www.pcmag.com/article2/0,2817,2346673,00.asp

Singularity

13) Daniel Terdiman, "Leading futurists, thinkers to launch Silicon Valley university," CNet News, February 2, 2009. http://news.cnet.com/8301-11386_3-10155303-76.html?tag=newsLeadStoriesArea.1

14) David Gelles, "A New Start: FT: A crash course in emerging technologies," Financial Times, April 24/25, 2009. http://xinkaishi.typepad.com/a_new_start/2009/04/ft-a-crash-course-in-emerging-technologies.html

15) Jennifer Moore, "Singularity U," Term Paper in MGMT 8420: Decision Support Systems, Trulaske College of Business, University of Missouri, Columbia, MO, Spring 2009.

Optional Readings (for Wednesday July 27, Thursday July 28):

1) "Online Communities," Haymarket Business Publications, June 2003 (5 pages). <<no link available>>

2) Have a look at the website of Singularity University. It is fascinating.
   http://singularityu.org/

3) Ellen Gibson, "Singularity U: It's no Sci-fi fantasy," Business Week, March 12, 2009.
   http://www.businessweek.com/magazine/content/09_12/b4124044178284.htm

4) Steve Levine, "Singularity U: No frats, just breakthroughs," Business Week, February 3, 2009.
   http://www.businessweek.com/print/technology/content/feb2009/tc2009022_531934.htm

Thursday July 28: Recent Developments – Part 2 and … The Exam!

Required and Optional Readings: see Wednesday July 27.

The Exam: This day, we'll also have the exam – I will design the exam for one hour, but you may take the full class period if you so desire. The exam will consist of short essay questions. All questions will relate directly to the class discussions – so no special preparation is needed.