

**PLEASE READ THIS MEMORANDUM OF UNDERSTANDING THOROUGHLY BY JUNE 25<sup>TH</sup>, 2004  
AND BE PREPARED TO DISCUSS THE ASSIGNED TEXT AND ASSIGNED READING MATERIAL  
FOR EACH CLASS SESSION**

**ISM 280-11  
BUSINESS PROCESSES AND INFORMATION TECHNOLOGY  
SUMMER 2004  
MEMORANDUM OF UNDERSTANDING (MU)**

**PLACE**

Class sessions will be held at 206 Joseph M. Bryan School of Business and Economics.

**TIME**

9:40 A.M. to 11:10 A.M. every day (Monday through Friday) of the week.

**FACULTY MEMBER**

Vidyaranya B. Gargeya

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**APPOINTMENT TIME**

1:00 P.M. to 2:00 P.M. every day (Monday through Friday) of the week. You are encouraged to stop in during office hours to talk about any problems or suggestions you may have concerning the course, careers, graduate school, or things in general. If you want to talk to the faculty member and find the appointment hours to be inconvenient, feel free to schedule any other appointment time.

**CATALOG DESCRIPTION OF THE COURSE**

The nature of business processes and basic information technology. Examination of the use of information technology to support business processes. Includes a review of the development and management of information technology.

**COURSE DESCRIPTION**

A description and analysis of major business functions, organizational structures, activities and processes and how information technology can be employed to improve processes and business performance. Students will analyze business operations, learn about new technology and learn how businesses are applying information technology to remain competitive by improving processes. To the extent to which it is relevant and feasible, the course coverage will include ethical and global issues, the influence of political, social, legal and regulatory, environmental and technological issues, and the impact of demographic diversity on the usage of information technology and processes of an organization. The course material presents the topics in an integrated manner using a systems approach to the functioning of an organization.

**READING MATERIAL**

Laudon, K. C. and Laudon, J. P. (2003). Essentials of Management Information Systems: Managing the Digital Firm. Boston, MA: Pearson Custom Publishing Company.

Other reading materials are posted on Blackboard. Students should have the appropriate reading materials and text book available for each class session.

## PRE-REQUISITE COURSES

Prerequisite courses are Business Computing I (ISM 110), Financial Accounting (ACC 201), and Principles of Microeconomics (ECO 201). Students should have a grade point average of 2.00. The material to be covered in the Business Processes and Information Technology (ISM 280) course will be built based on concepts learned in Business Computing I (ISM 110), Financial Accounting (ACC 201), and Principles of Microeconomics (ECO 201). In particular, for a student to do well in the ISM 280 course, the student should be able to be comfortable with electronic mail, word processing, and analysis using graphics and spreadsheets. In addition, the student should be able to read and interpret financial statements, and understand concepts related to the market economy (such as supply and demand, shortages and surpluses, competition and monopoly, and international trade).

## GRADING

The course grade is based on three exams, one individual written assignment, and a group term project. Each of the three exams will consist of approximately 20 short-answer questions (i.e., multiple-choice, short discussion, true/false, etc.) and 1 mini-case/essay question. Each of the exams is non-comprehensive, closed-book, and closed-notes. Grades are based on the following "absolute" scale (i.e., there will not be any "curving").

	<u>Points</u>	<u>Date</u>
Exam # 1	65	7/9/2004 (Friday)
Exam # 2	65	7/20/2004 (Tuesday)
Individual Written Assignment	25	Due on 7/23/2004 (Friday)
Term Paper	80	Due on 7/28/2004 (Wednesday)
Exam # 3	65	7/29/2004 (Thursday)
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TOTAL	300	
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A  $\geq$  270; A-  $\geq$  260; B+  $\geq$  250; B  $\geq$  240; B-  $\geq$  230; C+  $\geq$  220; C  $\geq$  210; C-  $\geq$  200; D+  $\geq$  190; D  $\geq$  180; D-  $\geq$  170; F < 170.

Keep a record of all points YOU EARN on each item. This will make it easy for you to determine your exact grade status any time during the course.

## RE-EXAMINATION POLICY

As a rule, re-examinations will not be held. Absence from the examinations due to illness, summons to jury duty, or any other compelling reason should be backed by the appropriate documents (e.g., medical certificate, etc.) in order to qualify for re-examinations. If possible, meet/talk with the professor before missing any examination to discuss the circumstances.

## WITHDRAWAL

The last date to drop the course without academic penalty is July 17<sup>th</sup>, 2003 (Thursday).

## INDIVIDUAL WRITTEN ASSIGNMENT

Each student has to submit a critique of an organization-based article (relating to business processes and information technology) that you have read from magazines (such as Fortune or Business Week) and newspapers (such as the Wall Street Journal, the Washington Post, the New York Times, or the News & Record). Students should make a habit of reading those newspapers/magazines periodically. That way, it would be easier to identify the appropriate article for the critique. The article should relate to only one specific

company/organization and must have been published after March 31<sup>st</sup>, 2004. Please refrain from using unpublished articles found on the Internet. That is, the article should be cited with the name(s) of the author(s) and published in a specific journal/magazine with the date of publication. The written assignment should relate primarily to any one topic covered in sessions 1 through 20.

Students should work on this written assignment on an individual basis (not in groups). Individuals should neither seek nor receive help from friends and family in completing this written analysis. The written assignment should be typed (maximum 12 point size lettering), double-spaced on 8.5" by 11" paper, and minimum 3 full pages in length. Each written assignment should not typically exceed 5 pages in length. The assignment should be stapled and paginated.

The analysis should be written for an audience that is not familiar with the concepts related to business processes and information technology. Please assume that you are writing this critique for the campus newspaper whose readership includes students with a wide variety of backgrounds. The individual written assignment should include three sections. The first section should be the summary of the article and a description of which topic (of the course) the article relates to; the second section should relate to what you learnt about the issue/topic concerned from the Business Processes and Information Technology (ISM 280) course, and the last section should be an analysis and critique of the article from the view point of what you learnt from the course. The third section is an integration of the first two sections. That is, the analysis and critique should integrate the article with what you learnt from the course on that subject. For the sake of clarity, please include a copy of the article in your submission. The article, text, and other materials should be appropriately referenced in your written assignment. Complete detailed bibliographical information (such as names of authors, name of publication, date of publication, and page numbers) should be provided at the end of your analysis. Prior to making your choice on a particular article, please feel free to consult with the faculty member on the relevance of the article to the Business Processes and Information Technology (ISM 280) course material. Please select the article of appropriate length, that is, neither too short nor too long. Individuals are requested to refrain from repeating the details provided in the article (just to fill up space) in their written analysis. That is, individuals are requested to cover the topic thoroughly, but efficiently. Do not add verbiage for the sake of length. Oversized articles or drawings should be folded to the 8.5 " by 11" format. In preparing the written analysis, write from an objective view, in third person. Do not use the words "I", "We", or "You". Use subheadings to correspond with specific issues. The written assignment will be graded on organization, thoroughness, insight of analysis, and written communication skill.

The individual written assignment is to be submitted at the beginning of the class period on July 23<sup>rd</sup>, 2004 (Friday). Late submissions will not be accepted. Each student should attest (with a signature) that "I HAVE ABIDED BY THE ACADEMIC HONOR POLICY ON THIS ASSIGNMENT" on a separate cover page of the individual written assignment. The separate cover page should also include the title of the assignment, course title, course number (and section number), and name of the student.

## **TERM PAPER**

Each student group (consisting of four students) is to write a paper analyzing the business processes of an organization (or part of a large one). You may need to interview line managers or staff personnel in the organization to obtain an understanding of the business processes and how they are managed. The interview process must include a visit to the facility where the specific business processes (to be described in the term paper) are carried out. Every member of the group must make the visit to the facility. In the term paper, you need to describe the organization, its functions, organizational structure, and key processes. You need to select an organization where you can collect information. Do not select a restaurant chain or a fast food firm. It may be a division of a firm but MUST have at least 40 full time employees at the location you study. The following issues should be covered in the term paper:

- 1) Describe the organization, its business (what the organization does), goals and mission, main activities, size in terms of sales, number of employees and specifics about the unit or location you are describing.

- 2) Describe the key functions in the firm and list titles of the head of each function and the function head's key responsibilities. Then, list all departments or units under each function and explain what those units do.
- 3) Prepare an organization chart showing all functions and departments or units. Use Visio (available only in the computer labs in the Bryan School) to prepare the organization chart. A tutorial on VISIO is available in the list of documents on Black Board.
- 4) Describe 4 to 5 "key" business processes. Describe the purpose and key activities involved in each process; explain how each process affects customers. One paragraph for each process should be sufficient. At least 3 of the processes should be "primary" processes.
- 5) Select, describe, analyze and suggest improvements for one primary process or sub process in detail. For that you should submit the following:
  - a) Describe the key process you selected. What is its main purpose? Explain how the performance of the process is measured. What technology is used and how?
  - b) Prepare a numbered list of all steps involved in completing the process. I suggest one of the following outline numbering schemes: I, A, 1, a, (1), (a) OR 1, 1.1, 1.2, 1.21, 2 and so forth. All team members should work on developing the process step listing!!!
  - c) For each step, identify the department and/or employee involved in performing the step.
  - d) Review your step listing to be sure all typical possible actions are covered. Also include in your list sub-steps of what occurs if problems arise. For example, if a step involves checking a customer's credit what actions are taken if the customer has bad credit? Or, if a step involves checking the quality of a product or action, what is done when an error or quality problem is found?
  - e) Evaluate the process listing and the performance of the process. Look for delays, lack of integration, unnecessary handoffs, opportunities for information or data errors, ways customers might experience problems, ways the "order" might be mishandled and so on. How does the process work towards the customers' expectations?
  - f) Then, discuss each possible problem area (by step number) and recommend specific ways the problem could be avoided. That is, explain how the process could be improved through use of technology, reorganization of process steps, changes in sequence, change in performers, changes in management or organization and so on.

In general, the paper should be written from the point of view of a business process management professional, who is writing for an audience that is familiar with the principles, concepts, decision/problem areas, and techniques of business processes and information technology (at the level of ISM 280), but is not familiar with the specific organization being analyzed. Feel free to discuss your term project with the professor as it is being developed. The written report should be typed (maximum 12 point size lettering), and double-spaced on 8.5" by 11" paper. No minimum or maximum length is specified, although the papers are typically 15 to 25 pages long. Cover the topics thoroughly, but efficiently. Do not add verbiage for the sake of length. Include diagrams, photos, sketches, or other types of illustrations that will clarify your presentation. The paper should be stapled (or placed in a binder) and paginated. Write the paper from an objective standpoint. That is, do not use the words "I", "We", or "You". Use subheadings to correspond with specific issues. The term paper will be graded on organization, thoroughness, insight of analysis/recommendations, process of executing the term paper assignment, and written communication skill. During the semester, the faculty member would be seeking feedback on the progress of the term paper. Points on the term project will be deducted if the procedure described is not adhered to. This assignment requires ORIGINAL work...it should NOT be based on projects completed by previous students. Use of previous projects in part or whole will result in a minimum penalty of an "F" in this class.

The term paper (along with an additional copy of the same which will be sent to the organization by the professor) is to be submitted at the beginning of the class period on July 28<sup>th</sup>, 2004 (Wednesday). Late submissions will not be accepted. Each member of the group should attest (with a signature) to the statement that "WE HAVE ABIDED BY THE ACADEMIC HONOR POLICY ON THIS ASSIGNMENT" on a separate cover page of the term project assignment. The separate cover page should also include the title of the assignment, course title and course number (including section number), and name of the student(s).

## COGNITIVE COURSE OBJECTIVES

Upon completing the course, the student should be able to:

- 1) Develop a clear understanding of business functions and activities and how they relate to critical business processes and sub processes.
- 2) Understand how processes differ from functions; know the different types and levels of processes; understand the difficulty of managing processes and the organizational, personnel and managerial requirements to manage processes.
- 3) Identify examples of processes and sub processes which require cross-functional coordination and integration; explain the types of IT and systems needed for such integration.
- 4) Understand problems caused by lack of integration among business functions and activities and learn how a process perspective and appropriate IS/IT can help solve such problems.
- 5) Learn how to detail and analyze a business process.
- 6) Understand the development of information technology and how changing technology affects business operations--both nationally and internationally.
- 7) Evaluate how selected technologies can be applied to business activities, functions and processes.
- 8) Learn how to identify ways to improve business processes.
- 9) Understand the interrelatedness of overall business operations and appreciate why operations need to be performed in an integrated manner.
- 10) Explain key information technologies needed in today's firms and how they are interrelated.
- 11) Understand the development of office technology, office work and barriers to and techniques for improving white-collar employee productivity.
- 12) Develop an understanding of new and emerging technology, how that technology might be used to improve business operations and the ethical aspects of technology usage.
- 13) Use computer software for word processing and preparing process diagrams.
- 14) Work in a team and achieve the desired objective.
- 15) Manage one's time effectively and efficiently.
- 16) Develop skills to become self learners (i.e., learning to learn).

## PEDAGOGIC APPROACH

Lectures, video films, cases/mini-cases, and situation vignettes will be used. The "lecture" sessions will rely on the socratic method to the extent possible. All students are expected to attend each class session. If a student misses a specific class session, it is her/his responsibility to cover the topics so missed. Material covered in a previous class will not be repeated in a subsequent class. The schedule of sessions on the memorandum of understanding (MU) contains a listing of topics and assignments to be covered in the respective sessions. For a better understanding of the course content, each student should prepare for the topics and assignments (listed in the MU) prior to the appropriate class session. Each student should be prepared to discuss the assigned readings for each class session. On an individual basis, each student may wish to work on the questions and turn it in for checking by the professor. This would certainly assist you in preparing better for the course and exams. The assigned questions given in the MU are only representative of the type of questions that can be expected on the exams. The list of questions is not an exhaustive one. The MU provides a general plan for the course; deviations may be necessary.

## UNDERSTANDING THE LEVELS OF LEARNING

Many years ago, long before most of us arrived on this earth, Dr. Benjamin Bloom, a specialist in education, developed a taxonomy to describe the different levels of learning. This taxonomy will be help you to understand how well you really understand something. Bloom's Taxonomy with examples of each learning level as applied to content in the Businesses Processes and Information Technology (ISM280) course is presented below. Use this as you the study material in the course and as you prepare for the in-class examinations and out-of-class assignments. On all the in-class examinations, you will be tested on your comprehension, ability to apply and analyze and, to a lesser extent, synthesize information and concepts we

discuss. Simply knowing facts will seldom be sufficient to do well on the in-class examinations. Specifically, memorizing facts or portions of the text is not enough! Learn how facts interrelate and how to apply them to situations and problems. The following model moves from the simplest level of learning to the most complex. Additionally, the model states that the lowest level must be mastered before a learner can move to the next level. For example, we must have a thorough understanding of facts (knowledge) before we can interpret the meaning of those facts (comprehension).

<b><u>Level of Learning</u></b>	<b><u>Skills Demonstrated and Examples</u></b>
<b>Knowledge of Facts</b>	Recall facts, ideas, topics, terminology, definitions <u>ISM 280 Course:</u> Define a function; define a process; list components of a value chain
<b>Comprehension</b>	Understand information; interpret the meaning of data; compare and contrast ideas/facts; arrange facts in meaningful order  <u>ISM 280 Course:</u> Compare the pros and cons of functional management versus process management. Describe which parts of the value chain are most difficult to manage and explain “why.”
<b>Application</b>	Solve problems; use facts/knowledge in a specific situation; use information in a new situation  <u>ISM 280 Course:</u> Use information about functions and goals in a company to identify and explain primary and supporting processes of the firm. Explain how different factors in the value chain interrelate and which ones most directly affect primary processes and sub-processes.
<b>Analysis</b>	Organize components into a meaningful structure; identify key causes of a problem; explain rationale for selecting an alternative solution; compare, contrast, organize, separate, infer, classify.  <u>ISM 280 Course:</u> Review a process and identify and explain the major problem areas in the process and suggest improvements. Analyze a specific value chain and suggest ways to change operations to increase value to the customer.
<b>Synthesis</b>	Generalize from known to unknown; integrate knowledge from several areas; create new knowledge, insights or solutions.  <u>ISM 280 Course:</u> Compare processes from firms in different industries and propose a new process for a firm. Design a new process to improve customer relationship management. Create a new value chain that minimizes use of intermediaries while also improving Customer Relationship Management.
<b>Evaluation (highest)</b>	Assess value of ideas; make choices based upon reasoned evidence; discriminate among complex ideas; make judgments.  <u>ISM 280 Course:</u> Evaluate the strengths and weaknesses of different process models and decide which is most appropriate for a firm. Assess whether a competitor's value chain is appropriate for your firm.

The following definitions have been taken from the Random House College Dictionary:

Learn (verb): to acquire knowledge of or skill in by study, instruction, or experience.

Learning (noun) knowledge acquired by systematic study in any field or fields of scholarly application.

Study (verb) to apply oneself to the acquisition of knowledge as by reading or investigation; to think deeply, reflect or consider; to examine or investigate carefully and in detail; to read carefully or intently; to think out, as the result of careful consideration or devising.

The above definitions involve effort on the part of the learner! Others cannot learn for the learner!

## STATEMENT OF STUDENTS' RIGHTS AND RESPONSIBILITIES

As a student in this class you have explicit rights and responsibilities. Your full understanding and acceptance of the following rights and responsibilities can lead to more useful time in the class and more effective learning.

### **You have the right to expect:**

- a) Your professor to be prepared for each class, to start class promptly at the designated time and to end the class at the designated time.
- b) Your professor to teach all scheduled classes or arrange for a qualified substitute if it is necessary to miss class because of illness or University approved commitments.
- c) Clear statements of course expectations, policies, testing, and grading practices and student performance.
- d) Your professor to hold a reasonable number of office hours to discuss assignments or to assist you with course matters.
- e) Knowledgeable assistance from your professor regarding class assignments and course content.
- f) Your professor to behaviors reflecting equitable treatment, ethical practices, and respect for human rights.
- g) Opportunities to challenge ideas and defend your beliefs in a professional manner.
- h) To be challenged so as to grow both academically and professionally.
- i) Your professor to abide by University policies and to be fair in the evaluation of your performance.
- j) Adequate opportunity to appeal any perceived violations of the above rights.

### **You have specific responsibilities to:**

- a) Plan your study and work schedule appropriately to allow sufficient time to do quality work in the course. (Please review "Suggested Academic Workload Guidelines" for the Bryan School of Business and Economics published in the UNCG Undergraduate Bulletin).
- b) Attend each class on time and be prepared to discuss readings and participate in discussions.
- c) Complete assignments by due dates and submit quality work.
- d) Understand and follow course policies as explained in class and in the syllabus.
- e) Commit yourself to grow both academically and professionally.
- f) Work effectively and cooperatively as a team member on group projects as assigned.
- g) Practice ethical behaviors and display respect for the rights of others. Please refrain from eating and drinking in the classroom.
- h) Contact your professor and discuss circumstances that may prevent you from achieving acceptable performance and to make contact on a timely basis.
- i) Fully understand and abide by the UNCG Honor Policy and other University policies on student conduct.
- j) Report observed violations of the UNCG Honor Policy.

## TECHNOLOGY APPLICATIONS

There would be extensive coverage of technological advances relating to business and organizations in the course. In addition, you are required to use computer software (such as Microsoft Word or its equivalent, Microsoft Excel or its equivalent, VISIO, etc.) to prepare your written term project papers.

**ETHICAL PERSPECTIVES**

There would be some coverage of the ethical issues as they relate to the course. Ethical issues will be addressed as they relate to computing practices, to legal use of software, to appropriate uses of databases and issues surrounding the use of the Internet.

**GLOBAL PERSPECTIVES**

There would be some coverage of these global perspectives in this course. Business is global. Understanding global business is an overriding theme of the Bryan School. Global issues will be addressed regularly during the course.

**POLITICAL, SOCIAL, LEGAL, ENVIRONMENTAL, AND REGULATORY ISSUES**

Political, social, legal, environmental, and regulatory issues, to the extent applicable, will be covered in this course. It is anticipated that the coverage would be limited except for legal aspects related to technology development and utilization.

**IMPACT OF DEMOGRAPHIC DIVERSITY**

There would be minimal coverage of this issue in the course. Ensuring demographic diversity is important to the success of business. We live and work in a socially and culturally diverse society. When appropriate, the issues about demographic diversity will be addressed in the course.

**BIOGRAPHIC SKETCH OF FACULTY MEMBER**

Vidyaranya B. Gargeya is an Associate Professor in the Department of Information Systems and Operations Management Department in the Joseph M. Bryan School of Business and Economics at the University of North Carolina at Greensboro. He currently teaches in the undergraduate, graduate, and executive programs. He holds a bachelor's degree in Chemical Engineering from Andhra University, Visakhapatnam (India), a Post Graduate Diploma in Management from the Indian Institute of Management, Bangalore, and a Ph.D. in Business Administration from Georgia State University. He has considerable work experience as an engineer, and manager in the petroleum industry. Dr. Gargeya has taught at the University of Strathclyde (Glasgow, Scotland), Fachhochschule-Ludwigshafen (Germany), University of Hartford, Georgia State University, and the Jamnalal Bajaj Institute of Management Studies, University of Bombay (India). His teaching and research interests include Business Processes, Global Operations Strategy, Total Quality Management, Supply Chain Management, Information Technology for Operations Management, and Service Operations Management. He has published in journals such as *Journal of Operations Management*, *International Journal of Production Research*, *Computers & Industrial Engineering*, *Industrial Management & Data Systems*, *Omega*, *International Journal of Quality and Reliability Management*, *Case Research Journal*, etc. Dr. Gargeya has served on the Board of Examiners of the North Carolina Award for Excellence since 1996 and he has also consulted with Fortune 500 companies.

## SCHEDULE OF SESSIONS

SESSION #	DATE	TOPICS AND ASSIGNMENTS
1	6/24	<p>INTRODUCTION TO BUSINESS FUNCTIONS AND THE DIGITAL FIRM Chapter 1 (Managing the Digital Firm: Pp. 1-15): Questions 1-7.</p> <ol style="list-style-type: none"> <li>1) Describe the business functions and activities in each function.</li> <li>2) How are businesses typically organized and why?</li> <li>3) Distinguish between business functions and business processes.</li> <li>4) Explain in your own words (with examples) the differences between data, information, and knowledge.</li> <li>5) Explain in your own words the concept of a digital firm/organization. Please provide some examples of digital organizations.</li> <li>6) Can UNCG be called as a digital organization? Substantiate your response with a detailed explanation. Give examples of how your expectations as a customer relate to a digital organization.</li> <li>7) How have organizations changed during the past 10-20 years? Examples of how changes affected the way business is done?</li> </ol>
2	6/25	<p><b>READ THE MEMORANDUM OF UNDERSTANDING THOROUGHLY</b></p> <p>ROLE OF INFORMATION TECHNOLOGY AND INFORMATION SYSTEMS IN ORGANIZATIONS Chapter 1 (Managing the Digital Firm: Pp. 15-31): Questions 8-15.</p> <ol style="list-style-type: none"> <li>1) Dr. Good Consultant states “there is no difference between Information Technology and Information Systems”. Do you concur with Dr. Consultant? Defend your position with an explanation.</li> <li>2) Identify an example of an information system at UNCG? What makes up that system?</li> <li>3) Explain in your own words the concept of electronic commerce. Provide five examples of different applications.</li> <li>4) How has the auto sales process changed as a result of technology? How does this change relate to changes in other in sales organizations (such as department stores, book stores, etc.)?</li> <li>5) Explain in your own words the concept of information architecture. How does it differ from information systems and information technology?</li> <li>6) Describe inter-organizational systems with examples.</li> <li>7) How has the World Wide Web (WWW) affected businesses in general, employees within organizations, and customers of products and services?</li> <li>8) Elaborate on how Information Technology (IT) makes firms more flexible, flatter, and collaborative. Please provide examples.</li> <li>9) Distinguish between electronic commerce and electronic business and list some examples of each.</li> <li>10) Describe at least three key challenges confronting managers of Information Systems (IS).</li> <li>11) Enumerates the pros and cons of information systems.</li> </ol>

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SESSION #	DATE	TOPICS AND ASSIGNMENTS
3	6/28	<p><b>SUBMISSION OF NAMES OF TEAM MEMBERS</b></p> <p>APPLICATIONS OF MANAGING THE DIGITAL FIRM Chapter 1 (Managing the Digital Firm: Pp. 2-3, 10, 22, and 33-35). Mini-Case: Proctor and Gamble Builds New Relationships as Digital Firm. Mini-Case: UPS Competes Globally with Information Technology. Mini-Case: Fast-Paced Fashions at Li &amp; Fung. Case: Cisco Systems --- Poster Child for the Digital Firm.</p> <ol style="list-style-type: none"><li>1) Based on the Mini-Case on Proctor and Gamble, describe how the company has used IS to compete.</li><li>2) Based on the Mini-Case on UPS, be prepared to discuss the following questions:<ol style="list-style-type: none"><li>a) What are the inputs, processing, and outputs of UPS's packaging tracking system?</li><li>b) What technologies does UPS use?</li><li>c) How are these technologies related to UPS's business strategy?</li><li>d) What would happen if these technologies were not available?</li></ol></li><li>3) Based on the Mini-Case on Li &amp; Fung, be prepared to discuss the following questions:<ol style="list-style-type: none"><li>a) How has the Internet affected the strategy and operation of fashion industry business?</li><li>b) How has the Internet affected Li &amp; Fung's relationships with its suppliers and customers?</li><li>c) What benefits does the Internet provide to organizations such as Li &amp; Fung and its clients?</li></ol></li><li>4) Based on the Case on Cisco Systems (also called as Cisco), be prepared to discuss the following questions:<ol style="list-style-type: none"><li>a) Analyze the relationship between information systems, Internet technology and Cisco System's business strategy.</li><li>b) How successful was Cisco's reliance on information systems and the Internet?</li><li>c) Why did Cisco Systems react so slowly to deteriorating economic conditions and declining sales in the year 2000? What management, organization, and technology factors influenced the way Cisco Systems responded? Substantiate your response with a detailed analysis.</li><li>d) What do you think Mr. John Chambers and Cisco Systems could and should have done differently in 2000 and early 2001? Do you agree with Mr. Chambers' conclusion that the company had to take the steps it did? Substantiate your response with a detailed explanation.</li></ol></li></ol> <hr/>

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SESSION #	DATE	TOPICS AND ASSIGNMENTS
4	6/29	<p><b>SUBMISSION OF 1ST, 2ND, AND 3RD CHOICE OF ORGANIZATIONS FOR TERM PROJECT</b></p> <p>INFORMATION SYSTEMS IN ORGANIZATIONS Chapter 2 (Information Systems in the Enterprise: Pp. 36-46): Questions 1-7.</p> <ol style="list-style-type: none"><li>1) Enumerate the six major types of information systems and describe their characteristics.</li><li>2) Why are there so many different types of systems in firms? Provide some examples of the different system types and discuss what they are designed to do.</li><li>3) How does a Transaction Processing System (TPS) relate to data management, Customer Relationship Management (CRM), and Management Information Systems (MIS)? Why is a TPS the heart of many information systems?</li><li>4) Provide some examples of how external data might relate to MIS and other management systems?</li></ol> <p>SYSTEMS FROM A FUNCTIONAL PERSPECTIVE Chapter 2 (Information Systems in the Enterprise: Pp. 46-50): Question 8. Mini-Case: Safilo sees its way to better Sales. Video Film: K. Barchetti Shops</p> <ol style="list-style-type: none"><li>1) What are examples of information systems for each of the major functional areas? What are specific examples of when they should be integrated?</li><li>2) Based on the Mini-Case on Safilo, be prepared to discuss the following questions:<ol style="list-style-type: none"><li>a) Describe the sales and marketing system Safilo adopted.</li><li>b) How does the system support the marketing and sales function?</li><li>c) What level or levels of the organization are supported by the system?</li><li>d) What management benefits does the system provide?</li></ol></li><li>3) Based on the film on K. Barchetti Shops, discuss how the company is using technology to improve its service to customers.</li></ol>

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SESSION #	DATE	TOPICS AND ASSIGNMENTS
5	6/30	<p><b>BUSINESS PROCESSES AND INFORMATION SYSTEMS</b> Chapter 2 (Information Systems in the Enterprise: Pp. 51-52): Question 9.</p> <ol style="list-style-type: none"><li>1) What are examples of business processes? How do they differ from functions? What is the value of managing a business from a process rather than a function view?</li><li>2) What is the difference between a primary and supporting process? Give examples of primary and supporting processes at UNCG?</li><li>3) Give examples of processes, sub-processes, procedures and tasks at UNCG.</li><li>4) Why is managing a process so difficult?</li><li>5) What are reasons that processes may not be improved even when they are not working well?</li><li>6) Who/what should be included in the process analysis? Who should be on the analysis team and Why?</li><li>7) What is the value of completing a process step listing? A process diagram? Uses of a process diagram?</li><li>8) If you know your firm needs to change its processes what is the value in documenting and analyzing current processes?</li><li>9) What questions should be asked when evaluating a process? What is the purpose for asking and answering each question? Which question is the most important? Substantiate your responses with detailed explanations.</li></ol> <p><b>BUSINESS PROCESS REENGINEERING</b> Video Film: Introduction to Reengineering.</p> <ol style="list-style-type: none"><li>1) Based on the facts presented in the video film, how was reengineering carried out at Elida Gibbs, Hewlett Packard, General Electric Company, and Levi Strauss? Substantiate with details.</li><li>2) Explain the specific steps that should be followed in process analysis and in Business Process Reengineering projects. What are the first steps in a project? What are the most important questions for analysis? Why?</li><li>3) What does it mean to "reengineer" a process? What are the risks and threats?</li><li>4) What are the key barriers and problems encountered in process improvement and reengineering efforts?</li></ol>

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SESSION #	DATE	TOPICS AND ASSIGNMENTS
6	7/1	<p>CUSTOMER RELATIONSHIP MANAGEMENT, SUPPLY CHAIN MANAGEMENT, BUSINESS PROCESSES AND INFORMATION SYSTEMS Chapter 2 (Information Systems in the Enterprise: Pp. 52-66): Questions 10-17.</p> <ol style="list-style-type: none"> <li>1) What is Customer Relationship Management (CRM)? How does technology help in CRM? What, other than technology, is required to have an effective CRM program? Provide examples of firms you feel have a good CRM.</li> <li>2) Discuss the role of customer expectation and expression of need, promise to provide, provision, and payment in Customer Relationship Management.</li> <li>3) What is Supply Chain Management (SCM)? Provide examples of firms with an effective SCM?</li> <li>4) What are Enterprise Systems, also called as Enterprise-wide Resource Planning (ERP) systems? List four examples of ERP Systems.</li> <li>5) What is the primary purpose of an ERP system (such as SAP)? How does an ERP relate to the concept of processes? Why is an ERP difficult to install? How would client-server computing relate to an ERP? What are the pros and cons of client-server computing?</li> <li>6) How would an ERP system (such as SAP) help in CRM and SCM?</li> <li>7) What is collaborative commerce? Why is it becoming more popular?</li> </ol>
7	7/2	<p><b>SUBMISSION OF SCHEDULED DATE OF VISIT TO ORGANIZATION</b></p> <p>APPLICATIONS OF INFORMATION SYSTEMS IN THE ENTERPRISE Chapter 2 (Information Systems in the Enterprise: Pp. 36-38, 54, and 67-69). Mini-Case: Flextronics Orchestrates Its Supply Chain. Mini-Case: Customer Relationship Management Sweeps Europe. Case: Can A&amp;P Renew Itself with New Information Systems.</p> <ol style="list-style-type: none"> <li>1) Based on the Mini-Case on Flextronics, describe how the company manages its supply chain.</li> <li>2) Based on the Mini-Case titled “Customer Relationship Management Sweeps Europe”, be prepared to discuss the following questions: <ol style="list-style-type: none"> <li>a) How have Customer Relationship Management (CRM) systems changed the manner in which organizations are able to service their customer?</li> <li>b) How have organizations in Europe benefited from CRM systems?</li> </ol> </li> <li>3) Based on the Case on A&amp;P, be prepared to discuss the following questions: <ol style="list-style-type: none"> <li>a) What problems did A&amp;P have with its business? What management, organization, and technology factors contributed to those problems?</li> <li>b) To what extent was the Great Renewal project a solution to those problems? What problems could system modernization solve? What A&amp;P problems could it solve?</li> <li>c) How would implementing new systems change the way A&amp;P ran its business?</li> <li>d) Evaluate the chances of success for the Great Renewal project. What else do you think A&amp;P needs to do if it is to be successful in redesigning the company? Substantiate your responses with detailed explanations.</li> </ol> </li> </ol>

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SESSION #	DATE	TOPICS AND ASSIGNMENTS
8	7/6	<p data-bbox="488 415 1430 506">INTRODUCTION TO ELECTRONIC COMMERCE AND ELECTRONIC BUSINESS Chapter 4 (The Digital Firm: Electronic Commerce and Electronic Business: Pp. 106-114): Questions 1-3. Article: Anthes, G. H. (2002). The next steps in e-retailing. <u>Computerworld</u>, June 17.</p> <ol data-bbox="488 569 1430 810" style="list-style-type: none"> <li>1) What are examples of cost reduction from using the Internet? What special services might need to be provided by firms to meet customer needs?</li> <li>2) What are issues and concerns about using the Internet?</li> <li>3) Study the types of Internet business models. Visit some of the sites listed in Table 4-2 (on page 113 of the text book). What do you like or dislike about the sites? What are your favorite sites? Why?</li> <li>4) Based on the article by G. H. Anthes, what are e-retailers doing to attract and retain customers? Substantiate your response with examples.</li> </ol>
9	7/7	<p data-bbox="488 877 1430 968">ELECTRONIC COMMERCE Chapter 4 (The Digital Firm: Electronic Commerce and Electronic Business: Pp. 114-125): Questions 4-9.</p> <ol data-bbox="488 999 1430 1455" style="list-style-type: none"> <li>1) What are the differences among B2C, B2B and C2C? Provide examples of each?</li> <li>2) What is disintermediation? Provide examples of where it works and where it doesn't? What is an example of re-intermediation?</li> <li>3) Provide examples of how direct sales over the web can help and hurt conventional retailers.</li> <li>4) What is interactive marketing and its pros, cons, and related issues?</li> <li>5) What are your reactions to the "personalization" of the Web? How would you decide how your firm's customers feel about it?</li> <li>6) Mobile commerce is expected to grow. What are some features and concerns?</li> <li>7) What is a call center? What experiences have you had with them? What guidelines or suggestions would you offer?</li> <li>8) What is a private exchange and why would firms consider them?</li> <li>9) What is a net marketplace? Why might some firms be reluctant to join them as either buyers or suppliers?</li> <li>10) Describe electronic payment systems and give some examples of the same.</li> </ol>

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SESSION #	DATE	TOPICS AND ASSIGNMENTS
10	7/8	<p data-bbox="488 415 781 447"><b>ELECTRONIC BUSINESS</b></p> <p data-bbox="488 447 1437 506">Chapter 4 (The Digital Firm: Electronic Commerce and Electronic Business: Pp. 125-136); Questions 10-15.</p> <ol data-bbox="488 537 1437 779" style="list-style-type: none"> <li>1) What are the differences among B2C, B2B and C2C? Provide examples of each?</li> <li>2) What is disintermediation? Provide examples of where it works and where it doesn't? What is an example of re-intermediation?</li> <li>3) How do intranets aid in electronic business (e-business), employee training, and communications?</li> <li>4) What are specific examples of <u>functional</u> uses of intranets in firms?</li> <li>5) Explain how extranets support collaborative commerce; give examples. How does collaborative commerce relate to the concept of processes?</li> </ol> <p data-bbox="488 810 1437 842"><b>APPLICATIONS OF ELECTRONIC COMMERCE AND ELECTRONIC BUSINESS</b></p> <p data-bbox="488 842 1437 900">Chapter 4 (The Digital Firm: Electronic Commerce and Electronic Business: Pp. 106-108, 120, and 122).</p> <p data-bbox="488 900 837 932">Mini-Case: GUESS Goes Digital.</p> <p data-bbox="488 932 1040 963">Mini-Case: Mitsubishi Revs Up Its Dealer Networks.</p> <p data-bbox="488 963 1243 995">Mini-Case: Can Covisint Succeed as an Auto Industry Net Marketplace?</p> <ol data-bbox="488 1026 1437 1360" style="list-style-type: none"> <li>1) Based on the Mini-Case on GUESS, describe (with examples of specific technologies) company's digital journey.</li> <li>2) Based on the Mini-Case on Mitsubishi, be prepared to discuss the following questions: <ol data-bbox="521 1146 1437 1236" style="list-style-type: none"> <li>a) What are the management benefits of using private industrial networks?</li> <li>b) How did the company change the way its auto and truck divisions conducted their business?</li> </ol> </li> <li>3) Based on the Mini-Case on Covisint, be prepared to discuss the following questions: <ol data-bbox="521 1268 1437 1360" style="list-style-type: none"> <li>a) Do you think Covisint can succeed? If so, how and why? If not, why not?</li> <li>b) What are the strengths and weaknesses of the business model adopted by the company?</li> </ol> </li> </ol>
11	7/9	<b>IN-CLASS WRITTEN EXAM # 1</b>

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SESSION #	DATE	TOPICS AND ASSIGNMENTS
12	7/12	<p>APPLICATIONS OF ELECTRONIC COMMERCE AND ELECTRONIC BUSINESS            Chapter 4 (The Digital Firm: Electronic Commerce and Electronic Business: Pp. 137-139).            Case: The Collapse of Webvan.            Article: O'Connell, P. (2002). Can FreshDirect Bring Home the Bacon? <u>Business Week</u>,            September 22.            Article: Levine, D. S. (2002). Post-Boom Meal Plan: Order Online. <u>Wired News</u>,            December 26.</p> <p>1) Based on the Case on Webvan and the articles by O'Connell and Levine, be prepared to discuss the following questions:</p> <ol style="list-style-type: none"> <li>Describe the Webvan business model and then analyze it using the value chain and competitive forces models. What were the assumptions that drove this business model?</li> <li>Describe the role of technology in the Webvan model. What Webvan problems could computer technology solve, and what could it not solve? Substantiate your response with detailed explanations.</li> <li>Critique the Webvan strategy and give your views as to whether this strategy is or can be viable. Support your answer with detailed explanations.</li> <li>What management, organization, and technology factors were responsible for Webvan's failure? Explain.</li> <li>What are FreshDirect.com, NYCTOGO, and SeamlessWeb doing to avoid failure? Substantiate your response with details.</li> </ol>
13	7/13	<p>INTRODUCTION TO DATABASE MANAGEMENT            Chapter 7 (Managing Data Resources: Pp. 218-229): Questions 1-9.</p> <ol style="list-style-type: none"> <li>Why do many organizations have many different types of databases? Why is it so hard to combine them into one or more standard dbases?</li> <li>Compare traditional hard copy files to data files. What is involved in converting traditional files to electronic data files?</li> <li>What is data redundancy? Why does it happen? Why is it a problem? Support your response with examples.</li> </ol>
14	7/13	<p>DATABASE MANAGEMENT SYSTEMS            Chapter 7 (Managing Data Resources: Pp. 229-243): Questions 10-16.</p> <ol style="list-style-type: none"> <li>Why is it important for a firm to have standardized data descriptions and files?</li> <li>Distinguish between a database and a Database Management System (DBMS)?</li> <li>Why are relational databases so popular?</li> <li>What is the concept of an object oriented database and why might it gain popularity?</li> <li>The planning and design of a database is extremely important. What considerations and issues must be addressed?</li> <li>What is a data warehouse? How is one developed? What issues must be resolved?</li> <li>Give examples of firms using data mining? What are the advantages of data mining?</li> <li>Explain hypermedia and how it relates to Web usage and services.</li> </ol>

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SESSION #	DATE	TOPICS AND ASSIGNMENTS
15	7/15	<p data-bbox="483 415 1175 443">APPLICATIONS OF DATABASE MANAGEMENT SYSTEMS</p> <p data-bbox="483 447 1276 474">Chapter 7 (Managing Data Resources: Pp. 218-219, 236, 240, and 244-247).</p> <p data-bbox="483 478 1438 537">Article: Lundberg, A. (2002). The I.T. Inside the World's Biggest Company. <u>CIO Magazine</u>, July 1.</p> <p data-bbox="483 541 1101 569">Mini-Case: Chico's Revitalizes with Better Customer Data.</p> <p data-bbox="483 573 1190 600">Mini-Case: Louise's Trattoria makes a Comeback with Datamining.</p> <p data-bbox="483 604 1406 632">Mini-Case: Iceland's Medical Records Database: Medical Progress or Threat to Privacy?</p> <p data-bbox="483 636 1333 663">Case: Ford and Firestone's Tire Recall: The Costliest Information Gap in History.</p> <ol data-bbox="488 688 1438 1602" style="list-style-type: none"> <li>1) Based on the article on Walmart, be prepared to discuss the following questions: <ol style="list-style-type: none"> <li>a) How many information systems does Walmart have and why?</li> <li>b) What are the 3 basic philosophies behind the company's information technology (IT) strategy?</li> </ol> </li> <li>2) Based on the Mini-Case on Chico, describe how the organization used databases to improve operations and customer service.</li> <li>3) Based on the Mini-Case on Louise's Trattoria, be prepared to discuss the following questions: <ol style="list-style-type: none"> <li>a) How did datamining help management make better decisions for Louise's Trattoria?</li> <li>b) Could LeFranc make these changes without the Gazelle system? Substantiate your response with a detailed explanation.</li> </ol> </li> <li>3) Based on the Mini-Case on Iceland's Medical Records Database, be prepared to discuss the following questions: <ol style="list-style-type: none"> <li>a) Should national medical and genetic databases be allowed? Why or why not?</li> <li>b) What management, organization, and technology issues should be addressed if such databases are created? Substantiate your response with a detailed explanation.</li> </ol> </li> <li>4) Based on the Case on Ford and Firestone, be prepared to discuss the following questions: <ol style="list-style-type: none"> <li>a) To what extent does the crisis described represent an information management problem? What role did databases and data management play?</li> <li>b) Explain why the growing trend of deaths was not spotted for a long time. Why do you think it took so long for the issue to come to the attention of the general public?</li> <li>c) List the different databases the parties had at their disposal as the problem grew, and list the data elements in those databases that were key to finding the tread separation problem earlier. Ignoring for the moment all the other data problems, what critical data elements were these organizations not storing? For each one, why do you think it was critical and why it was not being stored?</li> </ol> </li> </ol>

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SESSION #	DATE	TOPICS AND ASSIGNMENTS
16	7/16	<p>TELECOMMUNICATIONS AND NETWORKS Chapter 8 (Telecommunications and Networks): Questions 1-16.</p> <ol style="list-style-type: none"> <li>1) What are the major components involved in tele/data communications to make the system work?</li> <li>2) What are the pros and cons of different channels/media?</li> <li>3) What are issues involved in using wireless communications? Give some examples of wireless systems?</li> <li>4) What are the main components in a Local Area Network (LAN)? Give some examples at UNCG.</li> <li>5) Why might a firm use a Value-Added Network (VAN), an Integrated Services Digital Network (ISDN), a T1 line, and a Satellite positioning system?</li> <li>6) Explain how teleconferencing, videoconferencing and e-learning can save firms some money?</li> <li>7) Why is Electronic Data Interchange (EDI) being replaced by the Web? What are advantages of EDI versus the Web?</li> <li>8) Trace major developments in telecom in the U.S. What are impacts of the Telecom Act of 1996?</li> </ol>
17	7/19	<p>APPLICATIONS OF TELECOMMUNICATIONS AND NETWORKS Chapter 8 (Telecommunications and Networks: Pp. 248-249, 257, 266, and 274-275). Mini-Case: Scientific-Atlanta Creates Wireless Links to Its Supply Chain. Mini-Case: Wireless Systems make for Medical Mobility. Mini-Case: Monitoring Employees on Networks: Unethical or Good Business? Case: Schneider National Keeps on Trucking with Communications Technology.</p> <ol style="list-style-type: none"> <li>1) Based on the Mini-Case on Scientific-Atlanta, elaborate on how the company uses wireless technology in managing its supply chain.</li> <li>2) Based on Mini-Case titled “Wireless Systems make for Medical Mobility”, be prepared to discuss the following questions: <ol style="list-style-type: none"> <li>a) How can wireless communication benefit a medical-related company and the general public?</li> <li>b) What technology, management, and organizational issues need to be addressed when adopting mobile telecommunications systems?</li> </ol> </li> <li>3) Based on the Mini-Case on monitoring employees on networks, should managers monitor employee e-mail and internet usage? Why or why not? Describe an effective e-mail and Web use policy for an organization. How would this apply to a university?</li> <li>4) Based on the Mini-Case on Schneider National, be prepared to discuss the following questions: <ol style="list-style-type: none"> <li>a) Analyze Schneider National and its business model using the value chain and competitive forces models.</li> <li>b) What business strategy did Schneider National adopt? What is the role of telecommunications and information systems in that strategy?</li> <li>c) How did Schneider’s information systems change its business processes?</li> </ol> </li> </ol>

SESSION #	DATE	TOPICS AND ASSIGNMENTS
<b>18</b>	<b>7/20</b>	<b>IN-CLASS WRITTEN EXAM # 2</b>
19	7/21	<p>THE NEW INFORMATION TECHNOLOGY INFRASTRUCTURE            Chapter 9 (The Internet and the New Information Technology Infrastructure: Pp. 276-286): Questions 1-5.</p> <ol style="list-style-type: none"> <li>1) How has communication infrastructure changed over the years?</li> <li>2) Why are open systems important to the development of electronic commerce?</li> <li>3) What is an ESP and an ASP? What are the pros and cons of outsourcing?</li> <li>4) How did the Internet develop? How does it work? Why did it take so long for business to use it?</li> <li>5) How could business use chatting on the Internet?</li> <li>6) What is Internet2? What are its differences and advantages?</li> </ol>
20	7/22	<p>TERMINOLOGY AND TECHNOLOGY OF THE INTERNET            Chapter 9 (The Internet and the New Information Technology Infrastructure: Pp. 286-305): Questions 6-16.</p> <ol style="list-style-type: none"> <li>1) Explain search engines, shopping bots, push technology and their uses.</li> <li>2) What is a firewall and why is it important?</li> <li>3) Describe applications of the wireless web and what you see as pros and cons.</li> <li>4) Why would a firm consider using a VPN?</li> <li>5) Explain the role and types of servers involved in ebiz.</li> <li>6) What tools should firms use in managing web services as related to ebiz?</li> <li>7) How does the Web and ebiz change the roles of management and employees?</li> <li>8) What are critical business process issues related to doing ebiz effectively?</li> <li>9) How might SAP and other ERPs relate to ebiz?</li> </ol>

SESSION #	DATE	TOPICS AND ASSIGNMENTS
21	7/23	<p data-bbox="483 415 1174 445"><b>SUBMISSION OF INDIVIDUAL WRITTEN ASSIGNMENT</b></p> <p data-bbox="483 478 1443 533">APPLICATIONS OF INTERNET AND THE NEW INFORMATION TECHNOLOGY INFRASTRUCTURE</p> <p data-bbox="483 537 1443 592">Chapter 9 (The Internet and the New Information Technology Infrastructure Telecommunications: Pp. 276-278, 292, and 294).</p> <p data-bbox="483 596 1443 651">Article: Weiss, T. R. (2002). AT&amp;T, Yahoo bring Real-Time IM to Cell Phone Users. <u>Computer World</u>, November 13.</p> <p data-bbox="483 655 1167 684">Mini-Case: First Service Networks' Wireless Web Breakthrough.</p> <p data-bbox="483 688 922 718">Mini-Case: Will M-Commerce Take Off?</p> <p data-bbox="483 722 1073 751">Mini-Case: M-Commerce Inspires New Netpreneurs.</p> <ol data-bbox="483 785 1443 1054" style="list-style-type: none"> <li>1) Based on the article on AT&amp;T and Yahoo, describe how the two companies are partnering with technology to improve customer service.</li> <li>2) Based on Mini-Case on Fire Service Networks, describe how the company is using the new information technology architecture to improve its customer service.</li> <li>3) Based on the Mini-Cases on M-Commerce, be prepared to discuss the following questions: <ol data-bbox="521 968 1373 1054" style="list-style-type: none"> <li>a) What types of businesses can benefit from supplying m-commerce services?</li> <li>b) Is M-Commerce a good source of business models? Explain.</li> <li>c) What types of technologies facilitate M-Commerce?</li> </ol> </li> </ol> <p data-bbox="483 1087 1045 1115">DISCUSSION ON PROGRESS OF TERM PAPERS</p>
22	7/26	<p data-bbox="483 1184 1295 1213"><b>MANAGING KNOWLEDGE AND TECHNOLOGIES FOR THE FUTURE</b></p> <p data-bbox="483 1218 1243 1247">Chapter 10 (Managing Knowledge for the Digital Firm): Questions 1-17.</p> <ol data-bbox="483 1276 1443 1608" style="list-style-type: none"> <li>1) What is Knowledge Management (KM)? How does it differ from traditional IS, MIS, data management?</li> <li>2) What are political issues in developing a KM system? Why might employees be reluctant to share their special knowledge?</li> <li>3) What are document management systems? Why weren't they used years ago? Their advantages and uses? How do they relate to KM?</li> <li>4) What are examples of knowledge work systems and how could they aid business? Give some examples in your major area of study?</li> <li>5) What is Artificial Intelligence (AI) technology? Give some of its applications in business.</li> <li>6) What are intelligent agents and how might they be used in business?</li> </ol>

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SESSION #	DATE	TOPICS AND ASSIGNMENTS
23	7/27	<p data-bbox="488 417 1300 447">MANAGING KNOWLEDGE AND TECHNOLOGIES FOR THE FUTURE</p> <p data-bbox="488 449 1411 478">Chapter 10 (Managing Knowledge for the Digital Firm: Pp. 314-316, 329, and 345-347).</p> <p data-bbox="488 480 1443 537">Article: Hammond, S. (2002). Sorting out the Knowledge Warehouse. <u>Computer World</u>, December 31.</p> <p data-bbox="488 539 1365 569">Mini-Case: Knowledge Management: British Telecom's New Competitive Weapon.</p> <p data-bbox="488 571 1208 600">Mini-Case: ABN Amro Banks on On-Line Knowledge Management.</p> <p data-bbox="488 602 1016 632">Case: Frito-Lay's Drive to Repackage Knowledge.</p> <p data-bbox="488 634 1198 663">Video Film: Information Technology: The Look of Business Future.</p> <ol data-bbox="488 690 1443 1234" style="list-style-type: none"> <li>1) Based on the article by Hammond, discuss some of the salient features of the future of Knowledge Management as observed by experts.</li> <li>2) Based on Mini-Case on British Telecom, describe how the company is using KM. What are the advantages gained by British Telecom by using KM?</li> <li>3) Based on Video Film titled "Information Technology: The Look of Business Future", how are firms managing the organizational knowledge with virtual offices and other technologies?</li> <li>4) Based on the Mini-Case on ABN Amro Bank, be prepared to discuss the following questions: <ol style="list-style-type: none"> <li>a) How important do you think the use of ABN Amro's knowledge management system is to the organization and to its management?</li> <li>b) What else do you think Kirzner might do to further increase the use of LivePublish at ABN Amro?</li> </ol> </li> <li>5) Based on the Case on Frito-Lay, be prepared to discuss the following questions: <ol style="list-style-type: none"> <li>a) Describe the company's knowledge management problems in the early 1990s and the relationship of its existing systems to those problems.</li> <li>b) How well does the Customer Community Portal support Frito-Lay's business strategy? Describe in detail.</li> </ol> </li> </ol>

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SESSION #	DATE	TOPICS AND ASSIGNMENTS
<b>24</b>	<b>7/28</b>	<p data-bbox="479 409 868 441"><b>SUBMISSION OF TERM PAPER</b></p> <p data-bbox="479 472 1128 504">ETHICAL AND SOCIAL ISSUES IN THE DIGITAL FIRM</p> <p data-bbox="479 504 1242 535">Chapter 5 (Ethical and Social Issues in the Digital Firm): Questions 1-15.</p> <p data-bbox="479 535 1347 567">Article: Sullivan, B. (2003). The Readers Strike Back. <u>Computer World</u>, May 16.</p> <p data-bbox="479 567 1435 619">Article: Verton, D. (2002). Hacking Syndicates Threaten Banking. <u>Computer World</u>, November 4.</p> <p data-bbox="479 619 1435 682">Article: Conlin, M. (2002). Watch What You put in that Office E-mail. <u>Business Week</u>, September 30.</p> <p data-bbox="479 682 950 714">Case: Will FBI's Carnivore Eat Our Privacy?</p> <ol data-bbox="479 745 1435 1669" style="list-style-type: none"> <li>1) Identify several ethical, social and political issues related to today's digital firm.</li> <li>2) What technology trends are creating new ethical issues?</li> <li>3) Explain the concepts of responsibility, accountability and liability as they relate to IS and today's firm.</li> <li>4) Describe several sources of ethical principles. How can a firm address/manage ethical issues?</li> <li>5) Explain the conflict between individual privacy, freedom and information usage.</li> <li>6) How do practices and laws in other countries differ from those in the US?</li> <li>7) How has use of the Internet changed our information privacy? What might be appropriate practices for a firm to follow in use of customer information? What would be inappropriate and why?</li> <li>8) What is the World Wide Web Consortium and P3P?</li> <li>9) Give examples of violation of intellectual property rights? What are preferred practices?</li> <li>10) Identify some liability issues in IS and ebiz. Give some examples of liability issues you might face in your chosen career.</li> <li>11) Identify some quality of life issues current and future employees are likely to face as a result of new applications of technology. Consider what they mean for you and your lifestyle.</li> <li>12) Based on the article by Sullivan, discuss the reactions (of readers) to "spam".</li> <li>13) Based on the article by Verton, describe how hacking syndicates are threatening the banking sector.</li> <li>14) Based on the article by Conlin, discuss the e-mail issues in the work place.</li> <li>15) Based on the Case titled "Will FBI's Carnivore Eat Our Privacy?" be prepared to discuss the following questions:             <ol style="list-style-type: none"> <li>a) Does carnivore present an ethical dilemma? Substantiate your response with a detailed explanation.</li> <li>b) Apply an ethical analysis to the issue of the FBI's use of information technology and U.S. citizen's privacy rights.</li> <li>c) How effective is Carnivore as a terrorism and crime-prevention tool?</li> </ol> </li> </ol>
<b>25</b>	<b>7/29</b>	<b>IN-CLASS WRITTEN EXAM # 3</b>

**ISM 280-11**  
**BUSINESS PROCESSES AND INFORMATION TECHNOLOGY**  
**SUMMER 2004**

**PROCEDURE FOR TERM PAPER ASSIGNMENT**

- 1) Form a project group of four members. Notify professor of the constitution of the project group by June 28<sup>th</sup>, 2004. It would be appropriate for each member to take on a different role. A time keeper could keep the team members focused in the meetings as well as ensuring that the assigned work is being completed so that appropriate deadlines are met. A visit coordinator could serve as a liaison in fixing the visit as well as making telephone calls for collecting additional materials as necessary. A scribe/editor could be taking notes at each meeting as well as editing the materials submitted by the members of the group. A material organizer could ensure that all the materials (including references, appendices, and letter) are complete (in terms of content coverage as per the schedule of sessions given in the memorandum of understanding). A project management approach in doing the assignment would certainly go a long way in enhancing the quality of the work as well as the timely completion of the term paper.
- 2) Determine group availability for meeting times and places. Schedule a group meeting (even if it were for a very short time period) every day. If this is not feasible exchange ideas/messages electronically. Assess group interests on the type of organization to be studied. Research potential organizations based on agreed-upon interests. A partial list of organizations that students have visited in the past is on the reverse of this sheet.
- 3) Identify first, second, and third choices of the organization to be studied. In order to obtain a rich experience, the organization should be large enough to employ at least 40 people. Some exceptions may be made depending on the type of industry. The deadline for submission of your first, second, and third choices of the organization to be studied for the professor's approval is June 29<sup>th</sup>, 2004. Make the organization where you work or have contacts as your first choice.
- 4) Fix a date for your visit by calling the plant/facility manager. Please avoid being assigned to a standard public tour. Public tours will not provide you with adequate information to write the project report. Inform the contact personnel at the facility, that if any questions about the specifics of the class assignment should arise, they are welcome to call up the professor. Please try to schedule the visit to the facility sometime during the July 6-9, 2004 week. This should enable you to get sufficient exposure to the ISM 280 material for preparing a fairly detailed outline of your term project. The faculty member should be intimated of the scheduled date of the visit by July 2<sup>nd</sup>, 2004.
- 5) Before making the visit to the facility, as a group, "brainstorm" and make a list of issues/questions that you would like to ask during your visit. This will help you to include all the key issues. Feel free to discuss those issues with the professor prior to your visit.
- 6) Once the facility manager has approved your request for a visit, call in advance to confirm the visit. Visit the facility. Be well prepared for this visit. Spend the time fruitfully in touring the facility, as well as interviewing key individuals. There should not be any inhibitions in asking the relevant questions about the issues concerned. If permission is granted by the organization, tape record or videotape your visit. This would aid in the accurate gathering of information for the term paper.
- 7) Send a "letter of thanks" to the individual(s) concerned one day after the visit. In this letter you need to indicate that the professor will send a copy of the paper after August 1<sup>st</sup>, 2004. A copy of this letter needs to be turned in with your paper. This is mandatory.
- 8) Meet (as a group) as soon as you can after the visit to discuss the issues that you have learned. If there are any unanswered questions, call the contact person in the organization for a telephonic interview.
- 9) Meet as a group to discuss the preparation of the final paper.
- 10) The original and a copy (for the organization) of the term paper (along with the copy of the letter) should be handed over to the faculty member (at the beginning of the class period) on July 28<sup>th</sup>, 2004. Late submissions will not be accepted.

**PEER EVALUATION FORM (TO BE TURNED IN BY JULY 28<sup>TH</sup>, 2004)**

Your Name: \_\_\_\_\_

Team Number: \_\_\_\_\_

Please use this form to rate the performance of your project team members. These ratings will be used to adjust (if necessary) the grade received by individual team members on the term project. Please do not rate your own performance. Feel free to make any written comments on the reverse of this sheet. Your ratings and comments on this form will be strictly confidential and hence please turn in this form individually (not in a group). Use the following scale for circling the performance of each team member:

1)Extremely dissatisfied      2)Dissatisfied      3)Satisfied      4)More than satisfied      5) Delighted

**Name of Team Member #1:** \_\_\_\_\_

**Name of Team Member #2:** \_\_\_\_\_

**Name of Team Member #3:** \_\_\_\_\_

A. Punctuality and participation in group meetings (including visit to facility):

Team Member # 1	1	2	3	4	5
-----------------	---	---	---	---	---

Team Member # 2	1	2	3	4	5
-----------------	---	---	---	---	---

Team Member # 3	1	2	3	4	5
-----------------	---	---	---	---	---

B. Dependability to complete assigned work to meet dead lines at each stage of the project:

Team Member # 1	1	2	3	4	5
-----------------	---	---	---	---	---

Team Member # 2	1	2	3	4	5
-----------------	---	---	---	---	---

Team Member # 3	1	2	3	4	5
-----------------	---	---	---	---	---

C. Quality of work done at each stage of the project:

Team Member # 1	1	2	3	4	5
-----------------	---	---	---	---	---

Team Member # 2	1	2	3	4	5
-----------------	---	---	---	---	---

Team Member # 3	1	2	3	4	5
-----------------	---	---	---	---	---

D. Based on the ratings in categories A-C, the overall contribution in the completion of the project:

Team Member # 1	1	2	3	4	5
-----------------	---	---	---	---	---

Team Member # 2	1	2	3	4	5
-----------------	---	---	---	---	---

Team Member # 3	1	2	3	4	5
-----------------	---	---	---	---	---

If a team member receives an average rating of 2 or less on category D (overall contribution), then 8 points will be deducted from the group score on the term paper for that individual. If a team member receives an average rating of 1 on category D (overall contribution), then 16 points will be deducted from the group score.