

MGSC 798: Strategic Information Management Syllabus -- Spring 2007

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Class Meetings: Monday 6:00PM - 8:20 PM in room BA 204 & Saturday 8:30 - 12:00 on 1/ 20/07, 2/17/2007, 3/24/2007

Office Hours: Monday 4:00 - 5:00 or by appointment (made via email)

Course Web Page: <http://dmsweb.badm.sc.edu/798mis/798index.htm>

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OVERVIEW

We know: 1) firms who deliver the right information, to the right task, at the right time, have more effective business processes; 2) firms that train their people to effectively use information and technology are more flexible; and, 3) firms that leverage inter-organizational relationships via Information Technology (IT) can establish competitive advantage. Therefore, Strategic Information Management is a critical activity of the knowledge-based enterprise.

Ubiquitous IT use ranges from personal applications to the coordination of global "virtual" businesses. Customer facing systems directly link "business to consumer (B2C)," helping firms advertise, sell products, and collect customer information. "Business to business" (B2B) systems link customers and suppliers in strategic partnerships via such technologies as CRM, ERP and supply chain management systems. Public and private networks link customer and suppliers and perform necessary marketplace functions to fulfill transactions and enable new business relationships. Rethinking information systems often results in reengineered business processes and reworking business models.


The heightened role of technology is creating both opportunities and uncertainties for business leaders who question the potential impact, cost, and applicability of a broad spectrum of IT for strategic information management. This course addresses these critical strategic information management issues by providing students with overarching evaluative frameworks combined with a practical "real world" consulting approach.

Skills developed in this course will aid future managers in evaluating IT and knowledge management strategies and in improving business processes.

OBJECTIVES


The objectives of this course are:


- To explore the impact of strategic applications of IT and knowledge management on organizations and to introduce methods for leveraging information resources in support of competitive strategies.
- To introduce a process centric consulting perspective to structure the evaluation and recommendations of strategic information management opportunities.
- To provide future managers with frameworks that will allow them to position rapidly changing information technologies where they will have the greatest strategic benefit.
- To examine process-based IT software applications and their contribution to a mature knowledge management environment.
- To explore concepts associated with effective Information Resources Management.
- To provide guidance on strategic IT consulting including the opportunity to act as a consultant in a real world firm.


 **EXPECTATIONS:** You will be expected to integrate various material (from class lectures, readings, cases and a consulting project) into a coherent "big picture" of what strategic information management is and how it can be used to gain a competitive advantage. To this end, this course encourages you to think, integrate, argue logically, and apply the concepts and knowledge you have gained to business situations.


COURSE CONTENT

The course will focus on six major areas of study:


 **Content Focus 1 -- Using Information Technology for Competitive Advantage** -- discusses IT strategies that help firms identify opportunities to achieve a competitive advantage. The Customer - Supplier Lifecycle Framework is introduced as a means to think about potential IT applications and how to conduct a Strategic Opportunities Assessment Project (SOAP). This framework provides a consulting methodology to uncover IT strategic opportunities.


 **Content Focus 2 -- Improving the Knowledge Management Environment** -- we will examine the "Information Orientation" (IO) model of knowledge management maturity and explore how these concepts can be applied. The Strategic Information Management Breakout Assessment (SIMBA) Framework will be introduced as a methodology to conduct a knowledge management strategic study.

 **Content Focus 3 -- Using Information Technology to Exploit Customers and Suppliers Opportunities** -- we will discuss opportunities for IT-based improvements in the of the Customer - Supplier Lifecycle Framework. Emerging and/or disruptive technologies that create both opportunities and risks will be covered. IT applications touching customers include personalization, database mining, intelligent agents and decision support systems will be examined. We will also discuss the nature of electronic market and explore IT applications in support of effective supply chain management and alternative configurations of B2B networks.

 **Content Focus 4 -- Using IT to Enable Enterprise Business Processes** -- we will discuss Enterprise Systems in support of effective business processes. ERP systems link cross functional applications through a common data model and benefit from the application of EDI and XML based

technologies. CRM systems integrate such functions as sales, help desks, quality assurance, field-services, customer support, and on-line call centers. We will look at how customers and suppliers conduct process transactions in a secure environment. Finally, we examine technologies supporting web-based applications and business intelligence analytics which are instrumental in supporting decision-making and enabling knowledge management.

 **Content Focus 5** -- Managing the Firm's Information Resources -- we will examine attributes of "good" IS management including - issues associated with IS selection, justification, outsourcing, implementation and governance. This section will wrap up with lessons learned about successful strategic information management in a knowledge-base enterprise.

 **Content Focus 6** -- Presenting Strategic IM Recommendations -- students will have the opportunity to present their project recommendations after an in-depth investigation in a "real world" company. The completed SOAP or SIMBA Project provides an industry analysis of a firm's competitive position, makes suggestions as what process and information management changes are needed, and targets where IT can be applied to enhance its competitive position.

MATERIALS


Text Book

There are a number of potentially very useful books for this course; unfortunately to require them all would be prohibitively expensive. In an effort to curb the cost of textbooks and cases, I am avoiding the use of a traditional text (\$150 price range) and instead relying on a professional book which has a much lower cost. In addition, I will try to provide you with other reading materials that will be needed in the class. While I will continue to try to keep your materials cost low, I reserve the right to ask you to purchase additional materials as the semester progresses.

1) Required: *Business Driven Information Technology: Answers to 100 Critical Questions for Every Manager*, Edited by David R. Laube and Raymond F. Zammuto. Stanford University Press, (ISBN:0-8047-4943-4). Can be purchased directly online from Stanford University Press at www.sup.org or from other online book sellers such as Amazon. A used version is fine.


2) Not Required: Supplemental books (Helpful for those wanting to dig deeper):

- a) Marchand, Kettinger and Rollins, *Making the Invisible, Visible: How Companies Win with the Right Information, People and IT*. John Wiley & Sons Ltd., Chichester, 2001. ISBN# 0-471-49609
- b) Laplante and Costello, *CIO Wisdom II*, Prentice Hall, 2006, ISBN: 0-13-185589-1.
- c) Hogue, Sambamurthy, Zmud, *Winning the 3-Legged Race: When Business and Technology Run Together*, Pearson Prentice Hall, 2006, 0-13-187726-7
- d) Ibecerra-Fernandez, Gonzalez, and Sabherwal, *Knowledge Management and KM Software Packages*, Pearson, NY, 2004, ISBN# 0131099310.


 **Cases:** Cases will be posted on Blackboard under "Course Documents" and within the "Cases" folder. Those not available on Blackboard will be made available at the USC Bookstore.

 **Articles** are posted to the class website as downloadable pdfs or on Blackboard under "Course Documents" and within the "Readings" folder. Check both locations.

EVALUATION AND GRADING

 **Grades:** Your final grade will be calculated as follows:


Case analysis discussion (this may include a short objective quiz on particular cases)	20%
IS Management Issues Briefing (5 person team)	20%
IS Consulting Group Project Report & Presentation (5 person Group)	50%
Final Quiz (objective test based on reading and lectures)	10%


 **Grading Policy:** Point grades will be assigned to individual components of the class requirements. These numerical scores will be added at the end of the course and the exact cutoff points for final grades will depend on the point distribution. However, the following scale is a guide:

Points Percentage	Letter Grade
> 90.1	A
80.1-85, 85.1- 90	B, B+
70.1-75, 75.1 - 80	C, C+
55.1-65 65.1-70	D, D+
< 55	F

CASE PREPARATION & DISCUSSIONS (worth 20% of your grade.)

I encourage, enjoy, and expect lots of participation and discussion in class. A principal component of this class will be case discussion. The case sessions are marked on the course plan. You will be provided key questions to direct your inquiry for each case.

 **Case preparation** papers are to be submitted for each required case. These assignments should be emailed to Josh Davis at joshua_davis@moore.sc.edu by the beginning of class on the date due. Case preparation papers should be emailed as an attached MSWord document and clearly designate your full name, course number and the name of the case. These case preparation papers should not exceed two pages of text, double-spaced. They may be in any format you like (e.g. outline, bullet-point, prose, etc.). Exhibits may be included and are encouraged where appropriate. Some suggestions regarding your papers: 1) Use the study questions as a guide, but feel free to expand on them, if you like; 2) I am looking for analysis and opinion, not a summary of the case; 3) Assume that I know the facts of the case. Please do not restate case facts unless you are using them to make some point or draw some conclusion; 4) Please explicitly draw your conclusions or implications rather than leaving that for me to do; 5) Try to apply the frameworks and perspectives from the assigned readings to your analysis; 6) Try to apply or relate the issues covered in previous assignments and discussions to the current case study. I grade the papers using a "plus, check, minus" system. A check grade indicates your paper was as good as most of your classmates; you put in a reasonable effort, raised many good issues, and provided generally good support for your analysis or conclusions. Plus means you did significantly better than most of your classmates. Minus means you did significantly worse; you either did not raise most of the significant issues, merely restated facts or failed to substantiate your analysis or conclusions.

 **Case Participation:** For useful and high quality case discussion to occur, it is essential that you be thoroughly familiar with the case reading, as well as reading the assigned articles and text material. I suggest you prepare the case alone and then if possible discuss it with several classmates prior to our full class discussion. For a good participation grade, you should do things like: (1) attend class and participate actively in all case discussions, (2) apply conceptual material to cases, (3) do readings and apply them in the discussion, (3) integrate comments from classmates, (4) recollect something said previously in the discussion that is important to the current discussion, (5) integrate material from several places into a case discussion, (6) draw parallels (or contrasts) from previous classes or cases, (8) briefly link a relevant experience you have had, or (7) generally demonstrate that you have not only read the case but also given it some careful thought with a recommended course of action that you can support. I look for logical flow of argument and the thought process involved. Moreover, if you say something that is "wrong" or lose your train of thought occasionally, it will not hurt you that much. The trick is to paint a picture of yourself as an informed and active contributor to the class' understanding of the case material. As Nike™ says, "Just Do It!" (And have fun). I reserve the right to pick students at random for

discussion of the case. I will evaluate your contribution after each case and your overall case grade will be a average of your performance. Obvious lack of preparation will be noted. To get credit for your in-class contribution, I must know who you are. Bring a name card to each class or state your name slowly and clearly before offering your contribution. I grade class participation using the same plus/check/minus system as for the case preparation papers. I'm looking for quality and value in your remarks. I may also administer short objective quizzes for selective cases.

ASSIGNMENTS

Assignment 1 -- IS Management Issue Briefing (This is 5 person assignment worth 20% of your grade.)

This project requires you to conduct an IS Management Issue briefing. Its purpose is to produce up-to-date information on relevant IT Management/ IT strategy / Knowledge Management issues to be shared with the rest of the class. Since the field is changing so fast, such an environmental scan can bring together the latest information for everyone.

The focus of the briefing should be on "what is the impact of this issue on a business". Examples of some issues that you might investigate are: best financial technique to cost justify a strategic IT project, Using the Balanced Score card as a performance systems, Implementing SOA, building an enterprise data warehouse, managing the IT portfolio, etc. You should pick a topic that is of interest to you or relevant to your current or future employer. You will work in groups and team members will share the same grade. One, or more group, member(s) may make the presentation. You will be given a list of some possible topics, however, as I said I would prefer you pick a topic of particular interest to you and your group. If you select a topic that is not on the list, please get the professor's permission and guidance. Please e-mail Josh Davis at joshua_davis@moore.sc.edu when you have made a choice. Topics will be assigned on a first-come-first-served basis, based on the time stamp of the e-mail. Your presentation will be in the form of a well documented PowerPoint Presentation. You should use the note section of PowerPoint to elaborate on additional details not presented in your slides. We will post the final presentations on Blackboard for all your classmates to enjoy.

Evaluation of the briefings and PowerPoint Slides will be based on demonstrated knowledge of the subject matter, quality and content of the presentation. The report will be evaluated based on the following criteria (see exact grading weightings of the assignment sheet):

1. Usefulness/Content - should be comprehensive, clear, and concise. How useful is the information in the PowerPoint / presentation and notes?
2. Creative: Do the presenters offer some new insight or ways to think about the topic/issue? Is this new way presented in a framework or guidelines?
3. Organization/Ease-of-use - Is the presentation well organized and easy to follow/understand?
4. Aesthetics - PowerPoint presentations are a visual communication medium. Is the presentation visually appealing?
5. Supporting material - References and suggested links to learn more on the topic.

Some tips for success: Be thorough, creative, and professional. Thoroughly rehearse your presentation.

Assignment 2 -- IS Consulting Report (This is a 5 person assignment worth 50 % of your grade.)

You will be required to submit an executive level (strategic) report on the current and future opportunities for IT, eBusiness or Knowledge Management in a company. You are responsible for identifying and securing your own company for this consulting project. The company you select must be appropriate in size and scope of operation so as to meet the requirements of the project as outlined in your guidelines. You may also choose to organize your project with a current or recent employer, a non-profit group, or an organization with which you have ties. It is suggested that you quickly select a team and identify a possible company that you would like to investigate. Generally only one team can work with a company. All company choices must be approved by Dr. Kettinger.


You will be required to conduct a consulting project of your firm as outlined in one of the following methodologies/project choices:


- 1) **Strategic Opportunities Assessment Project (SOAP)** -- The outline of this methodology can be access by clicking: "[Guidelines for the Electronic Business Strategic Opportunities Assessment Project](#)" (SOAP)
- 2) **Strategic Information Management Breakout Assessment" (SIMBA)** -- The outline of this methodology can be access by clicking: [Guidelines for the Strategic Information Management Breakout Assessment \(SIMBA\)](#)
- 3) **Generic IT Consulting Project -- Technology Impact, Justification and Implementation Project** -- The outline of this methodology can be access on our Class Blackboard website.


Grading will be determined by the completeness of the report, its potential usefulness to the firm and the degree to which it integrates the ideas and concepts presented during the course. ***This project will be peer evaluated.*** **Group members will evaluate each individual's contribution and the derived weights will be factored into my overall project evaluation to determine your final project grade.** Your consulting project is due **Saturday March 24, 2007**. As part of this project, you will be asked to write a 2-page status report, due February 17, 2007. This need not be complicated. I would like to know what you have accomplished and a general schedule of what your group plans to do in order to finish on-time. Also, before Spring Break, please schedule a 30-minute group meeting/ conference call with me to discuss your project. This is a good opportunity to ask questions and for me to get to know you better.


You will be required to present a 20-minute executive briefing to the class with 5 minutes for questions. Members of the firm you studied will be invited to hear your briefing or you will be asked to present your findings at the company's location. Your group will present the findings of your study on **Saturday March 24, 2007**.


POLICIES

 **Communication:** *Open Door Policy:* I very much enjoy interacting with students after class and maintain an "open door" policy. If you are having any problems with this course, please come by and talk to me! As the *customer* of this university, I will make it my duty to give due consideration to any difficulty you may be having with this course. I do rely on E-mail as a primary means for transaction-based communication and the web for public information dissemination. I expect you to check your e-mail at least every day and check the class' web page daily for announcements or changes.

 **Attendance:** Missing class or failing to pay attention or maintain professional behavior could severely impact your performance and grade. Always email prior to an unavailable absence.

 **Prerequisites:** While the class will cover a number of technical issues, the general focus of the class will be managerial and will not directly require a computer programming background.

 **Late Assignments or Missed Examinations:** If you are unable to take a test or you fail to do an assignment, a zero will be assigned to your grade. Late submissions (any time after the deadline) will be penalized at the rate of 25% each day of delay. Only under exceptional circumstances will consideration be given.

 **Quality of Presentations and Assignments:** Unprofessional or untidy may detract from the overall quality of your work for grading purposes.

 **Academic Integrity:** Standards of academic integrity will be enforced in this course.

COURSE PLAN & CALENDAR OF EVENTS

This is a tentative schedule and will probably need to be adjusted based on changes (factors that could affect the schedule include: guest speakers, need for more or less time to address questions and material, time to cover student presentations).

Class	Topics and Class Activities	Preparations & Readings
<p>1a: 1/8 Introduction</p>	<ul style="list-style-type: none"> ■ Introduction - Objectives - Syllabus - Plan & Schedule 	
<p>1b: 1/8 Strategic IT</p>	<ul style="list-style-type: none"> ■ Strategic use of IT and Competitive Advantage - 5 Forces - Value Chain - SWOT - CSLC 	<ul style="list-style-type: none"> ■ Strategy and the Internet (article) ■ Text: Q1-Q4
<p>2a: 1/20 Deriving Strategic Information Value</p>	<ul style="list-style-type: none"> ■ Deriving Value -- Information and Control: Cemex Case 	<ul style="list-style-type: none"> ■ Prepare: CEMEX (case) - click here
<p>2b: 1/20 SOAP Project Consulting Methodology</p>	<ul style="list-style-type: none"> ■ SOAP Description 	<ul style="list-style-type: none"> ■ SOAP Project Description (handout) ■ Project Team Selected <p>Digging Deeper? (Additional Resources - supplemental reading)</p> <ul style="list-style-type: none"> ■ Building an eBiz strategy (article)

		<p>- Outlines SOAP Rationale</p> <ul style="list-style-type: none"> ■ Business Process Change Method (article) - Outlines BPR Methodology
<p>2c: 1/20 Information Orientation (IO) and Strategic Information Management</p>	<ul style="list-style-type: none"> ■ Intro to IO ■ ITP, IMP, IBV ■ KM ■ Bank A & B Case 	<ul style="list-style-type: none"> ■ Information Orientation: People, Tech & the Bottom Line (article) ■ Text Q51, Q52 ■ Project Team Selected
<p>2d: 1/20 SIMBA Project Consulting Methodology</p>	<ul style="list-style-type: none"> ■ SIMBA Description 	<ul style="list-style-type: none"> ■ SIMBA Project Description Handout <p>Digging Deeper? (Additional Resources - supplemental reading)</p> <ul style="list-style-type: none"> ■ From Value to Advantage: Exploiting Information (article)
<p>3a: 1/22 Architecture</p>	<ul style="list-style-type: none"> ■ Architecture -- Technical Issues 	<ul style="list-style-type: none"> ■ Text: Q8-Q16 & Q23-Q29 & Q42 -43 <p>Digging Deeper? (Additional Resources - supplemental reading)</p> <ul style="list-style-type: none"> ■ Creating Strategic IT Architecture ■ eBusiness Infrastructure ■ Building Apps and Infrastructure
<p>3b: 1/22 Architecture</p>	<ul style="list-style-type: none"> ■ Architecture -- Management Issues 	<ul style="list-style-type: none"> ■ Prepare: Microsoft (case) - click here

	<ul style="list-style-type: none"> ■ Microsoft Case 	<ul style="list-style-type: none"> ■ <u>Project Firms Selected</u>
<p>4a: 1/29 Emerging Technologies: Search Technologies</p>	<ul style="list-style-type: none"> ■ Search Technologies: Google Case 	<ul style="list-style-type: none"> ■ Prepare: Google (case) - click here
<p>4b: 1/29 Emerging Technologies: Web2.0</p>	<ul style="list-style-type: none"> ■ Web 2.0: <ul style="list-style-type: none"> - FaceBook - MySpace - Blogs - Wikis 	<ul style="list-style-type: none"> ■ What Is Web 2.0? ■ Web 2.0 Start-up Mini Cases (Pick one and Review for Brief class discussion) <p>Digging Deeper? (Additional Resources - supplemental reading)</p> <ul style="list-style-type: none"> ■ Web 2.0 Conference
<p>5a: 2/5 eMarkets</p>	<ul style="list-style-type: none"> ■ e Markets: PEFA <ul style="list-style-type: none"> - Hierarchies - Markets - Auctions 	<ul style="list-style-type: none"> ■ Text: Q46-Q50 ■ Prepare: PEFA (case) - click here <p>Digging Deeper?</p> <ul style="list-style-type: none"> ■ Three KM Strategies (article)
<p>5b2: 2/5 IT and the Supply Chain (Business to Business)</p>	<ul style="list-style-type: none"> ■ IT and SCM <ul style="list-style-type: none"> - B2B Models - Just-in-Time - Direct Model - Management Issues 	<ul style="list-style-type: none"> ■ Text Q68 - Q69 <p>Digging Deeper? (Additional Resources - supplemental reading)</p> <ul style="list-style-type: none"> ■ Supply Chain Mgt. Tutorial

<p>6a: 2/12 IT and the Supply Chain (continued)</p>	<p>■ Direct Model: Dell</p>	<p>■ Prepare: Dell (case) - click here</p>
<p>6b: 2/12 Enterprise Resource Management Systems (ERP)</p>	<p>■ ERP - Process Change - Delivering Value - Management Issues</p>	<p>■ Text Q58 - Q64 Digging Deeper? ■ Review: SAP & Oracle</p>
<p>7: 2/17 Management Issues Briefings</p>	<p>■ Management Issues Briefings Presentations</p>	<p>■ Briefing Due</p>
<p>8a: 2/19 Customer Facing Technologies</p>	<p>■ CRM - Personalization - Web Advertising - Sales Automation - Help Desks - On-line Support - Quality Assurance - Mass Customization - Management Issue</p>	<p>■ Text Q 40, Q65 - Q66 ■ Project Status Report Due Digging Deeper? ■ Personalize or Perish pdf ■ Custom- Made Apparel at Lands' End ■ Web site metrics pdf</p>
<p>8b: 2/19 CRM and Strategic IM</p>	<p>CRM at Carnival</p>	<p>■ Prepare: Carnival (case) - click here Digging Deeper? ■ How do they know customers</p>

<p>9a: 2/26 Business Intelligence</p>	<ul style="list-style-type: none"> ■ BI and Information Asymmetry - DSS - Datamining - Intelligent Agents 	<ul style="list-style-type: none"> ■ Text Q18 - Q22 <p>Digging Deeper?</p> <ul style="list-style-type: none"> ■ Intro. to data mining ■ Software (Intelligent) Agents ■ Sherwin- William's (case) ■ Continental Airlines Flies High (case)
<p>9b: 2/26 Business Intelligence (continued)</p>	<ul style="list-style-type: none"> ■ BI at SYSCO 	<ul style="list-style-type: none"> ■ Prepare: SYSCO (case) - click here
<p>10a: 3/5 Security & Payment Systems</p>	<ul style="list-style-type: none"> ■ Security - Encryption - Firewalls - VPNs - ePayment Processes - Management Issues 	<ul style="list-style-type: none"> ■ Text Q30 - Q33, Q41 <p>Digging Deeper?</p> <ul style="list-style-type: none"> ■ Microsoft security advisor ■ Review: McAfee Checkpoint verisign, verifone, visa, mastercard, Glempus
<p>10b: 3/5 Outsourcing</p>	<ul style="list-style-type: none"> ■ Outsourcing 	<ul style="list-style-type: none"> ■ Text Q80- Q83 ■ Managing Outsourcing... (article) <p>Digging Deeper?</p> <ul style="list-style-type: none"> ■ The Maturation of Offshore Sourcing ■ 20 Practices for Offshore Sourcing

Spring Break (No Class March 13-15)		
DUE: Saturday March 24, 2007 - Project Report and Presentation		
<p>11a: 3/19 IT Resource Allocation</p>	<ul style="list-style-type: none"> ■ - Payback ■ - Project Selection ■ - Portfolio Mgt. 	<ul style="list-style-type: none"> ■ Text Q69-Q79 & Q84-86 <p>Digging Deeper?</p> <ul style="list-style-type: none"> ■ Business Value of IT Investments
<p>11b: 3/19 IT Governance</p>	<ul style="list-style-type: none"> ■ Organizing IS for Success 	<ul style="list-style-type: none"> ■ Text Q53 - Q57 <p>Digging Deeper?</p> <ul style="list-style-type: none"> ■ Models for Organizing the IT Function ■ IT in 2010: The Next Frontier
<p>12: 3/24 Presentations</p>	<ul style="list-style-type: none"> ■ Project Presentations 	
<p>13: 3/26 Successful Implementation</p>	<ul style="list-style-type: none"> ■ Deriving Value -- Strategic Info Mgt. Success: Citibank 	<ul style="list-style-type: none"> ■ Text Q87 - Q100 ■ Prepare: Citibank (case) - click here <p>Digging Deeper?</p> <ul style="list-style-type: none"> ■ Transforming a Company by Projects
<p>4/2:</p>		

Final Quiz	 Final Quiz	
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