



MGT/P/B-490A *Executive-in-Residence Seminar:* *Information Technology in Modern Enterprises*

SYLLABUS for Spring 2021

Instructor Contact Information

Instructor: Srin Koushik
Office: Remote via Zoom
Zoom Office Hours: Tuesdays 6:00 pm-7:00 pm (or by appointment)
Zoom: <https://zoom.us/my/srikoushik>
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Course website: on Canvas (<http://canvas.ucdavis.edu>)

Course Description

An overview and discussion of the information technology (IT) function in modern enterprises. The important emerging technologies, processes and skills that are needed to drive Digital Transformation in these organizations. Technical roles, skills and careers within IT. Discussion on the role of data and the importance of intelligent workflows, AI and Machine Learning to today's organizations. Hear from leaders of IT organizations in different industries.

Recommended Courses

MGx 201B - Organizational Strategy and Structure
MGx 252 - Managing for Operational Excellence

Course Assessments

The course grade is based on the following criteria:

Individual Assignment	25%
Team Assignment	50%
Class Participation	25%

This course is graded on Satisfactory/Unsatisfactory (S/U) basis

- **Individual Assignment: 25%** Individual Assignment - Write a one-page memo to your CEO/Board about a problem/opportunity and a proposed solution based on the insights/learning you got from any of the readings from the first 5 weeks of the class. Use the following template – <https://www.swotanalysis.com/blog/one-page-memo> . Quality is key and points will be taken off for exceeding the one-page length (and no 4 pt Fonts please). This assignment is due before Week 6 of this class.
- **Team Assignment: 50%** - Be ready for a 30 minute team presentation and discussion of your insights on The Phoenix Project by Gene Kim. Focus on the insight and how you can apply it in your day-to-day roles. We will reserve time in the last two weeks of the course for these presentations.

- **Participation: 25%** - Since this session is online, participation refers to how you as a student listen and engage in the lecture. This includes posing questions, sharing insights, building on others thoughts – in general, how you make the class interactive for you and the other students in your cohort
- **Grading Policy:** This course is graded on Satisfactory/Unsatisfactory (S/U) basis.

Course Groups

At the beginning of the course, students will form groups should form groups of 4 to 5 to work on the team assignment (see above). If you have problems creating groups or finding enough members, one will be assigned for you. Be sure to agree on a set of process and procedures for how your group will work throughout the course (create a team contract). You and your teammates will evaluate the participation of each team member upon completing your team assignment, which may affect your participation score.

Statement on Accommodation

UC Davis is committed to educational equity in the academic setting, and in serving a diverse student body. All students who are interested in learning about how disabilities are accommodated can visit the [Student Disability Center](#) (SDC). If you are a student who requires academic accommodations, please contact the SDC directly at sdcc@ucdavis.edu or 530-752-3184. If you receive an SDC Letter of Accommodation, submit it to your instructor for each course as soon as possible, at least within the first two weeks of a course.

Honor Code and Academic Integrity

Academic integrity exists when students and faculty seek knowledge honestly, fairly, with mutual respect and trust, and accept responsibility for their actions and the consequences of those actions. Without academic integrity, there can be no trust or reliance on the effectiveness, accuracy, or value of a University's teaching, learning, research, or public service activities. It is therefore key that we understand what academic integrity is, why it is important, and how to help it flourish on college campuses.

1. It is expected that all class members will treat each other with respect and dignity.
2. It is not acceptable behavior to insult, harass, or demean any member of the class.
3. Professional business behavior should be modeled in the classroom, including the use of appropriate language, jokes, or stories.

Code of Academic Conduct: Students are expected to conform with the code of academic conduct, which can be found here: <http://sja.ucdavis.edu/files/cac.pdf>. In general, students are also expected adhere to the UC Davis Principles of Community. For more information, please review the [Academic Conduct Booklet](#). Academic Affairs, as well as the Academic Director of the MBA Program, will be notified of any violations, and will take appropriate action. If you are uncertain about what constitutes academic conduct violation, please refer to the code linked above, contact your instructor or refer to the Office of Student Judicial Affairs.

Safety and Emergency Preparedness

UC Davis has many resources to help in case of emergency or crisis. While reviewing campus [Emergency Information](#), you may want to register for UC Davis Warn Me and Aggie Alert, which will give you timely information and instructions about emergencies and situations on campus that affect your safety.

If there is an emergency in the classroom or in non-Davis locations, follow the instructions of your instructor.

Disclaimer

Unexpected events might require elements of this syllabus to change. Your instructor will keep you informed of any changes.

Course Materials

Textbook

The Phoenix Project: A Novel about IT, DevOps and Helping your Business Win

By Gene Kim (Publisher: IT Revolution Press); 1st edition

ISBN-13: 978-1942788294

<https://www.amazon.com/dp/1942788290>

Other Materials (Readings)

Linked items are available online or through the UC Davis library. If noted, some links will need to be accessed from on campus or by using the [library VPN](#).

Some items will need to be searched for directly. The link will take you to the main HBR page of the library. Click on "Search within this publication" and then search for "AN [Insert number]" in the second field.

Course Schedule (tentative – subject to change)

Important Notes

- Meetings are held remotely by Zoom.
- Complete all required readings PRIOR to each week's meeting.

Week 1: Information Technology in modern enterprises

Readings:

IT doesn't Matter - HBR Article by Nicholas Carr **[Needs VPN, search for "AN 9720881"]**

<https://search.ebscohost.com/login.aspx?direct=true&db=bth&jid=HBR&site=ehost-live>

Why IT Matters - MIT Review - Robert Metcalfe **[Needs VPN]**

<https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=13221684&site=ehost-live>

Tuesday, 30-Mar-2021, 4:10pm-6:00pm (Zoom)

- Session 1 (4:10pm-5:00pm) - Information Technology in modern enterprises
- Break (5:00pm-5:10pm)
- Session 2 (5:10pm-6:00pm) - Information Security – Brian Campbell – VP Security, Veeam

Week 2: Digital Transformation

Readings:

Five Building Blocks of Digital Transformation

<https://mitsloan.mit.edu/ideas-made-to-matter/5-building-blocks-digital-transformation>

Why Digital Transformations Fail

<https://enterpriseproject.com/article/2019/8/why-digital-transformations-fail>

Tuesday, 6-Apr-2021, 4:10pm-6:00pm (Zoom)

- Session 1 (4:10pm-5:00pm) - Digital Transformation and 8 Shifts
- Break (5:00pm-5:10pm)
- Digital Transformation – Michael Fulton, SVP, Product and Innovation at Expedient

Week 3: Cloud Computing

Readings:

Cloud Computing Primer

https://medium.com/@colinbaird_51123/a-primer-on-cloud-computing-9a34e90303c8

Tuesday, 13-Apr-2021, 4:10pm-6:00pm (Zoom)

- Session 1 (4:10pm-5:00pm) - Cloud Computing
- Break (5:00pm-5:10pm)
- Session 2 (5:10pm-6:00pm) - Hybrid Cloud – Potential Guest Lecture

Week 4: Digital Product Management

Readings:

Design Thinking **[Needs VPN, search for “AN 32108052”]**

<https://search.ebscohost.com/login.aspx?direct=true&db=bth&jid=HBR&site=ehost-live>

Why Now Is The Time for “Open Innovation” **[Needs VPN]**

<https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=143793603&site=ehost-live>

HBR IdeaCast

How to capture all the advantages of Open Innovation

<https://hbr.org/podcast/2020/01/how-to-capture-all-the-advantages-of-open-innovation> **[This link may not work but the podcast is available through Apple’s/Google’s poscast apps]**

Tuesday, 20-Apr-2021, 4:10pm-6:00pm (Zoom)

- Session 1 (4:10pm-5:00pm) - Product Management and Lean Startup
- Break (5:00pm-5:10pm)
- Session 2 (5:10pm-6:00pm) - Product Management – Michael Fulton, SVP, Product and Innovation at Expedient

Week 5: Innovation, Design Thinking and Lean Startup

Readings:

Why the Lean Startup Changes Everything **[Needs VPN, search for “AN 87039866”]**

<https://search.ebscohost.com/login.aspx?direct=true&db=bth&jid=HBR&site=ehost-live>

Product Managers for the digital world

<https://www.mckinsey.com/industries/technology-media-and-telecommunications/our-insights/product-managers-for-the-digital-world>

Tuesday, 27-Apr-2021, 4:10pm-6:00pm (Zoom)

- Session 1 (4:10pm-5:00pm) - Innovation, Design Thinking and Lean Startup
- Break (5:00pm-5:10pm)

- Session 2 (5:10pm-6:00pm) - Innovation and the ecosystem – Ben Blanquerra, VP Covail

Week 6: Data, the Supply Chain of Data and Analytics

Readings:

Competing on Analytics **[Needs VPN]**

<https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=20454068&site=ehost-live>

Tuesday, 4-May-2021, 4:10pm-6:00pm (Zoom)

- Session 1 (4:10pm-5:00pm) - Data, Analytics, ML and AI
- Break (5:00pm-5:10pm)
- Session 2 (5:10pm-6:00pm) - The importance of data – Bart Murphy, CIO OCLC

Week 7: Exponential Thinking

Readings:

Exponential Organizations

<https://blog.12min.com/exponential-organizations-summary/>

How ExOs and Compassionate Leadership could define the next decade

<https://www.forbes.com/sites/nishandegnarain/2021/01/03/how-exponential-organizations-and-compassionate-leadership-could-define-the-next-decade/?sh=3982093b706a>

Tuesday, 11-May-2021, 4:10pm-6:00pm (Zoom)

- Session 1 (4:10pm-5:00pm) - Exponential Organizations, Models, Processes and Technologies
- Break (5:00pm-5:10pm)
- Exponential Technologies – Ray Harishankar, Vice President and IBM Fellow

Week 8: Lean Thinking, Agile Methods and DevOps

Readings:

Introduction to Lean

<https://www.processexcellencenetwork.com/lean-six-sigma-business-performance/whitepapers/white-paper-introduction-to-lean>

Introduction to Agile

<https://www.agilealliance.org/agile101/agile-basics/introduction-to-agile/>

An Introduction to Agile Software Development

<https://medium.com/shecancode/an-introduction-to-agile-software-development-914339dcec66>

Tuesday, 18-May-2021, 4:10pm-6:00pm (Zoom)

- Session 1 (4:10pm-5:00pm) - Lean Thinking – The Toyota Production System
- Agile Methods and DevOps
- Break (5:00pm-5:10pm)

- Session 2 (5:10pm-6:00pm) - Corporate IT – Melanie Kolp, SVP and CIO Corporate Apps, Nationwide

Week 9: Putting it all together

Readings:

Using the balanced scorecard as a strategic management system [**Needs VPN, search for “AN 25358567”**]

<https://search.ebscohost.com/login.aspx?direct=true&db=bth&jid=HBR&site=ehost-live>

The leaders guide to corporate culture [**Needs VPN**]

<https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=126916074&site=ehost-live>

Tuesday, 25-May-2021, 4:10pm-6:00pm (Zoom)

- Session 1 (4:10pm-4:45pm) - First Team Presentation
- Session 2 (4:50pm-5:25pm) - Second Team Presentation
- Session 3 (5:25pm-6:00pm) - Third Team Presentation

Week 10: Putting it all together

Tuesday, 1-Jun-2021, 4:10pm-6:00pm (Zoom)

- Session 1 (4:10pm-5:00pm) - Day in the life of a CIO – Scott Sanders, CIO LPL Financial
- Break (5:00pm-5:10pm)
- Session 2 (5:10pm-5:45pm) - Fourth Team Presentation