

## **Management Information Systems – 207**

### **Managing Technology for Business Value**

*What every Business Leader needs to know about Transformation*

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### **Course Description**

Does the idea of learning how to lead large scale transformation efforts and improving business effectiveness (whether Fortune 500 firms, large state organization or your own entrepreneurial startup) galvanize your interest?

This course gets at the heart of business model transformation (when firms want to transform the way they do business) through the lens of people, process and technology. More specifically, the curriculum will offer more than 50 proven 'frameworks' that allow a leader to lead teams through automating business functions (using technology and other enablers) while achieving key outcomes for the customer. This course does not require a pre-requisite or any deep technology background but is an intense, seminar style course that requires a rigorous real life project application of the content.

### **IMP Connection Point**

This class carries a strong connection point with the GSM Impact course (<https://gsm.ucdavis.edu/full-time-mba/academics/impact>) since the very frameworks and concepts we will study can be applied to the Impact project scope. Students are also encouraged to use their Impact project topic and scope for their 207 project requirements. In simple terms, these two classes can complement each other well and you can use one project for both course requirements.

### **Course Overview**

The scope of this course is as salient as ever in today's business climate. But the driving reasons for the high impact nature of this course involves a mix of the student work ethic, the range of guest speakers and the specific "technology" frameworks used to transform the business landscape.

The primary goal of this class is to allow students to develop a fundamental understanding of technology's role in business transformation. In increasing challenging economic conditions, business transformation is a main vehicle allowing organizations to optimize productivity and innovation thus increasing revenue, decreasing cost or both.

Regardless of your career path, any leader must have a grasp around managing technology in the context of the business model. Technology deployments are often filled with catastrophic results and career ending impacts for leaders. Regardless of your chosen industry, the intersection of technology and business process exists...well everywhere.

Almost 50% of capital expenditures in developed economies today are on IT, totaling about \$2 trillion worldwide. Given the pervasiveness and large scale of IT, it is critical for managers to be familiar with, and to understand several key themes wrapped around business and technology. This course will deep dive into 5 core operating model themes and its implications for transforming business. You do not need a background in technology or process design, just the hunger to learn and a quarter in which you can apply up to 50+ material transformation business frameworks to real life situations.

This course is taught seminar style and covers a multi-disciplinary approach towards technology transformation and therefore covers key real-world concepts in psychology, Lean Sigma, strategy, project management as just a few examples.

### Course Teaching Approach

I will teach this course using three fundamental facilitation techniques: Socratic method, case studies and experiential learning.

**First**, as opposed to straight lecture on the materials (I will not lecture on the material "cover to cover"), I employ a Socratic method towards instruction which simply means a heavy emphasis that you have read the content prior to class and are ready to respond to direct questions.

**Secondly**, I believe one of the best means to facilitate adult learning is through experiential application. This means simply students will have numerous opportunities to immediately apply class frameworks, concepts and tools.

**Finally**, we will use several real-life business situations (that range from Fortune 500 to Government to Non-Profit) case studies as a lens to drive key IT themes and applications. These case studies will range from local Sacramento firms to Global multi-national organizations.

### Course Learning Outcomes

After taking this course, students will

- Develop a fundamental understanding of the **role of Information Technology in business transformation**.
- Develop leader capability in applying **best in class business and technology frameworks** to current day challenges in leading teams through the traditional as well as the agile life cycle.
- Become more marketable by leveraging the frameworks in this class to define a stronger **Professional Brand** and external market persona.
- Understand the **interrelationships between people, process, technology**, and the requisite leadership "hats" to wear **for a variety of real life scenarios**.
- Be able to **apply several best practices** related to Information Systems & Technology disciplines (e.g. evaluating Data & Analytics investments, leading enterprise Technology rollouts, Org design, etc).

## Course Materials

**Required Texts:** There are two required books that will be leveraged in this course.

1. *The Fifth Discipline*, Peter M. Senge, 1990
2. *The Definitive Guide to Social CRM: Maximizing Customer Relationships with Social Media to Gain Market Insights, Customers, and Profits*, Barton Goldenberg, 2015,

**Course Syllabus:** You are responsible for the information contained in this syllabus.

**Handouts:** Selected readings, videos and templates will be available through Canvas. These will be used for the in-class discussions and exercises.

## Course Requirements

### Attendance and Participation

This course is structured to help develop your interest and ability to think about the use of information technology in today's organizations. You should plan to be actively involved -- this means attending class, being attentive, and participating in class activities.

### Weekly Assignments

Weekly assignments are an important aspect of applying and learning the concepts of managing information technology and business transformation. Completion of weekly assignments will include group-based case study homework write ups, individual quizzes and other lighter effort deliverables. You will also be required to complete readings each week.

### Midterm and Final Examinations

Both midterm and final examinations will present real life IT challenges and require an application of specific IT/Business frameworks to help solve for the appropriate business outcome. The midterm format will be a cloud-based examination (you will pull the test down from Canvas) of multiple choice, short answer, and long essay. The midterm will be a combination to include an individual portion and group-based portion for the case study application. The final exam will be a group-based response to two or three material IT challenges in today's business landscape (details to follow on both).

### Team Presentations

The final course deliverable will involve a team presentation and "framework package" that will integrate all major course content into a single presentation. Specific details of presentation requirements will be shared by the third week of the course, however students can expect to analyze a current business challenge and offer a business and technology response by applying a variety of tools and concepts learned during this course. If you are doing the Impact course, you have the option of choosing that as your final project requirement.

## Grading Requirements and Procedures

Topic	% of Points
Participation Points*	5%
Homework Assignments	5%
Midterm Examination	20%
Final Examination	20%
Final Biz and Tech Project Presentations	50%
<b>Total %</b>	<b>100%</b>

\*Students may earn up to a full grade bump (e.g. B+ to A-) “extra credit” during the quarter by modeling innovative behavior. This includes behavior that bridges or links content, comments that move the discussion forward and help teach the key learning’s. It does not mean simply raising your hand to talk.

## Course Schedule

The course is scheduled for a series of 3-hour sessions.

Class	Topic	Assignment/Reading
1 (9/24)	<p><b>Course Overview</b></p> <ul style="list-style-type: none"> <li>Syllabus review and Course Structure</li> <li>Do you want a Final Exam or do a 2<sup>nd</sup> Homework Assignment and have Finals week off?</li> </ul> <p>Operating model introduction</p> <ul style="list-style-type: none"> <li>What is an operating model?</li> </ul> <p><b>Theme 1: Value Creation, part 1</b> (week 1 deck)</p> <ul style="list-style-type: none"> <li>Understanding the pain in the system (current state frameworks) <ul style="list-style-type: none"> <li>Problem Statement</li> <li>Scoping Definition</li> <li>Business Strategy Alignment</li> </ul> </li> <li>Use Case Breakout: Spirit Airlines, Pharma R&amp;D Problem Statements</li> </ul>	<p>Reading: Goldenberg, Part I – III (pg. 1-134)</p> <p>Senge, Part I – II (pg. 3-128)</p> <p>Group Selection for In Class Breakouts &amp; Homework Assignments &amp; Final Project</p>
2 (10/1)	<p><b>Theme 1: Value Creation, part 2</b> (Week 2 deck)</p> <ul style="list-style-type: none"> <li>Barton’s Social CRM challenge/debrief</li> <li>Understanding customer value (current state frameworks) <ul style="list-style-type: none"> <li>Value Chain</li> <li>Kano Model</li> <li>Customer Journey</li> <li>System Map</li> <li>SIPOC</li> </ul> </li> <li>Use Case Breakout: Employee Health Benefits Product Launch</li> </ul>	<p><b>Final Project Assignment</b></p> <p>Reading: Goldenberg, Part V (pg. 187-245)</p> <p>Senge, Part III– IV (pg. 129-378)</p>

Class	Topic	Assignment/Reading
3 (10/8)	<b>Theme 2: Core Capabilities</b> (Week 3 deck) <ul style="list-style-type: none"> <li>● Defining capabilities for an organization <ul style="list-style-type: none"> <li>○ Pain Points and Root cause analysis</li> <li>○ Mapping Pain Points to Process &amp; Prioritization</li> <li>○ Design &amp; Guiding principles</li> <li>○ Capability / Service Definition</li> </ul> </li> <li>● Use Case Breakout: Building a Website &amp; Defining the Services Offered</li> </ul>	<b>Final Project Form Review + Q&amp;A</b>  <b>HW #1 Assigned</b>  Reading: Finish Barton  Senge, Part V (pg. 379-Finish)
4 (10/15)	<b>Theme 3: Building the Future State</b> (week 4 deck) <ul style="list-style-type: none"> <li>● Future state <ul style="list-style-type: none"> <li>○ Wiring Current to Future State</li> <li>○ Requirements Management &amp; Traceability</li> <li>○ Fit / Gap Analysis</li> <li>○ Capability Roadmap and Benefits Definition</li> </ul> </li> <li>● Use Case Breakout: Open Enrollment Website capability decomposition</li> </ul>	<b>HW #1 due</b>  <b>Quiz #1</b>
5 (10/22)	<b>Midterm</b> Includes an individual portion & group portion. Multiple choice, short answer prompts and 1 case study long essay prompt.	<b>Midterm Exam</b>
6 (10/29)	<b>Theme 4: Measure and Monitor the Future State</b> (week 6 deck) <ul style="list-style-type: none"> <li>● Measurement - Future state <ul style="list-style-type: none"> <li>○ KPIs – Leading &amp; Lagging Indicators</li> <li>○ Balanced Scorecard</li> <li>○ DMAIC - Improve, Control</li> </ul> </li> <li>● Operating Agreements &amp; Governance</li> <li>● Use Case Breakout: Delta Airlines Balanced Scorecard</li> </ul>	<b>HW #2 Assigned</b> (if option is chosen vs final exam)
7 (11/5)	<b>Theme 5: The Art of the Operating Model</b> (week 7 deck) <ul style="list-style-type: none"> <li>● Systems Thinking</li> <li>● Mental Models &amp; Ladder of Inference</li> <li>● Change Readiness Assessment</li> <li>● Loss Curve &amp; Managing Resistance</li> <li>● OCM to Bring Change to Life from Resistance to Adoption / Balanced Roadmap</li> <li>● Force Field Analysis</li> <li>● Crucial Conversations</li> <li>● Use Case: Healthcare Technology Adoption</li> </ul>	<b>HW #2 Due</b>  <b>Midterm Feedback</b>
8 (11/12)	<b>Op Model Frameworks Recap</b> (week 8 deck) <b>Final Project Review</b>	

Class	Topic	Assignment/Reading
9 (11/19)	<b>Guest Speaker TBD</b>	
10 (12/3)	<b>Final Project Presentations Course Wrap Up</b>	
11 (12/10)	<b>Final Exam</b>	To discuss in first class relative to HW#2 option