

北京航空航天大学
— 经济管理学院 —
BEIHANG UNIVERSITY
SCHOOL OF ECONOMICS AND MANAGEMENT

MIS Planning (Part 2)

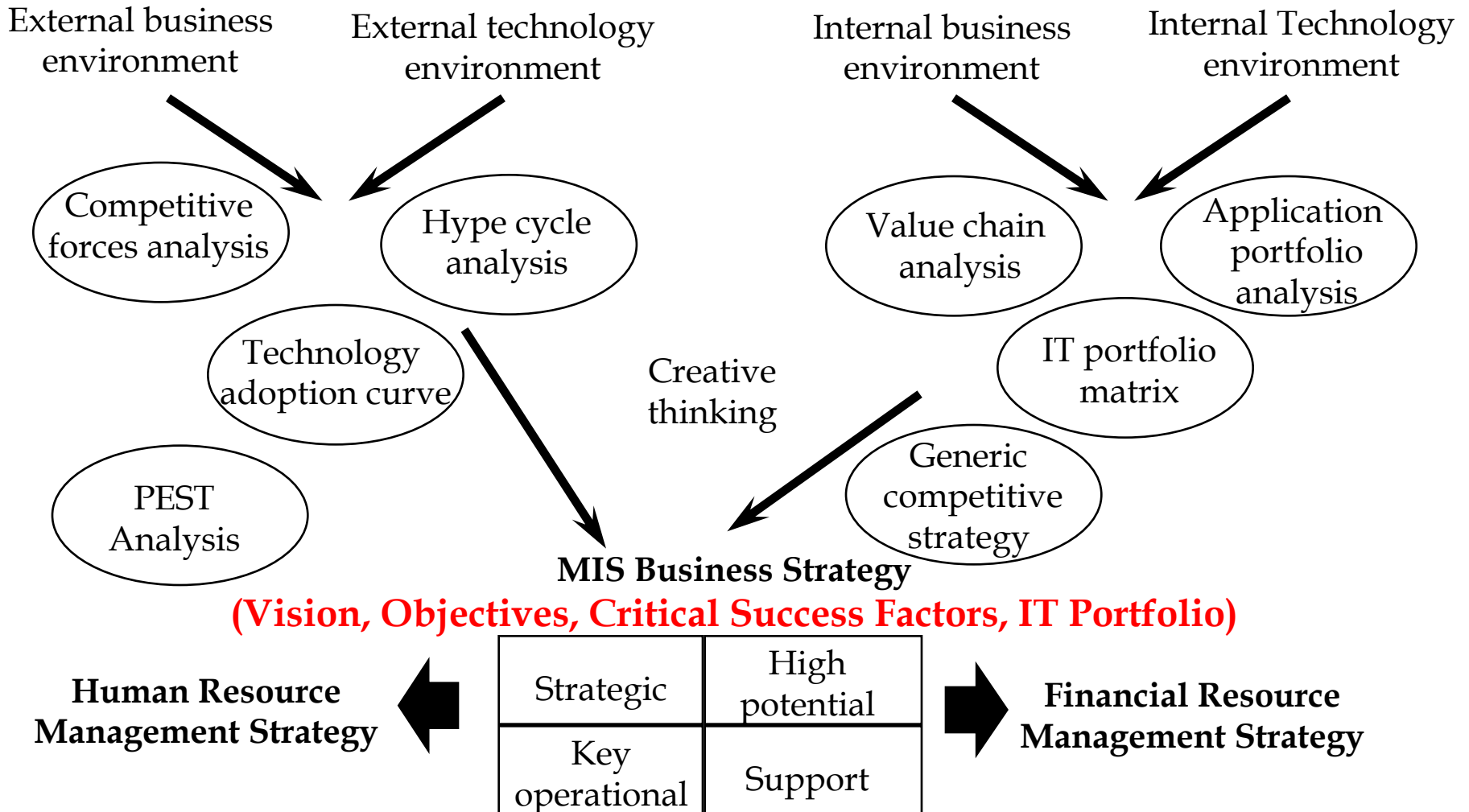


L4: Outline

- MIS Business Strategy
- MIS Human Resource Management Strategy
- MIS Financial Resource Management Strategy



MIS Business Strategy



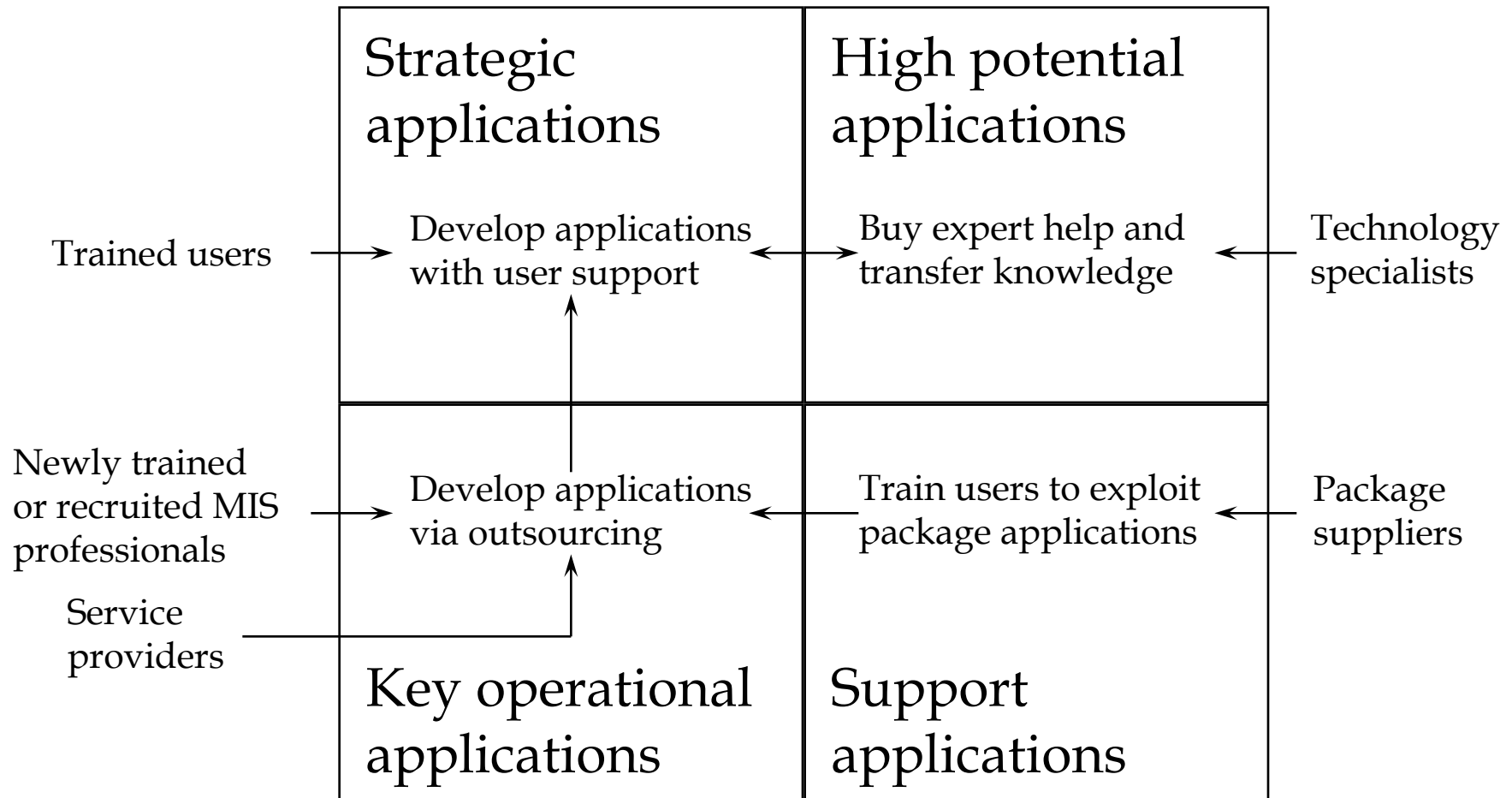


HR Management Strategy

- Train new MIS professionals
 - May have limited payoff with turnover
- Recruit experienced MIS professionals
 - May leak information to prior contacts
- Train users to be partial MIS professionals
 - May require development of new job roles
- Use MIS professionals from technology specialists, service providers, and package suppliers
 - May require careful monitoring and management of external parties



HR Management Strategy





FR Management Strategy

- **Substitutive investments**
 - Improve speed by replacing people with technology
 - Driving force is economics (improve efficiency)
- **Complementary investments**
 - Improve productivity by performing work in new ways
 - Driving force is organizational changes (improve effectiveness)
- **Innovative investments**
 - Achieve strategic advantage by changing business practices
 - Driving force is business strategy (improve competitiveness)

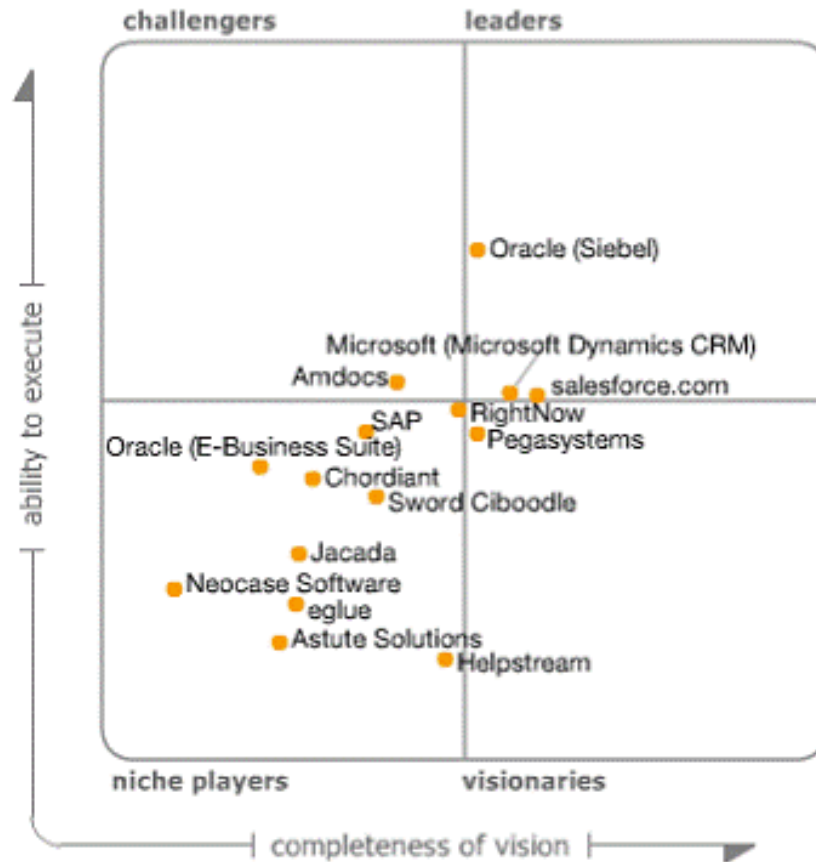
Different investments invoke different governance structures



FR Management Strategy

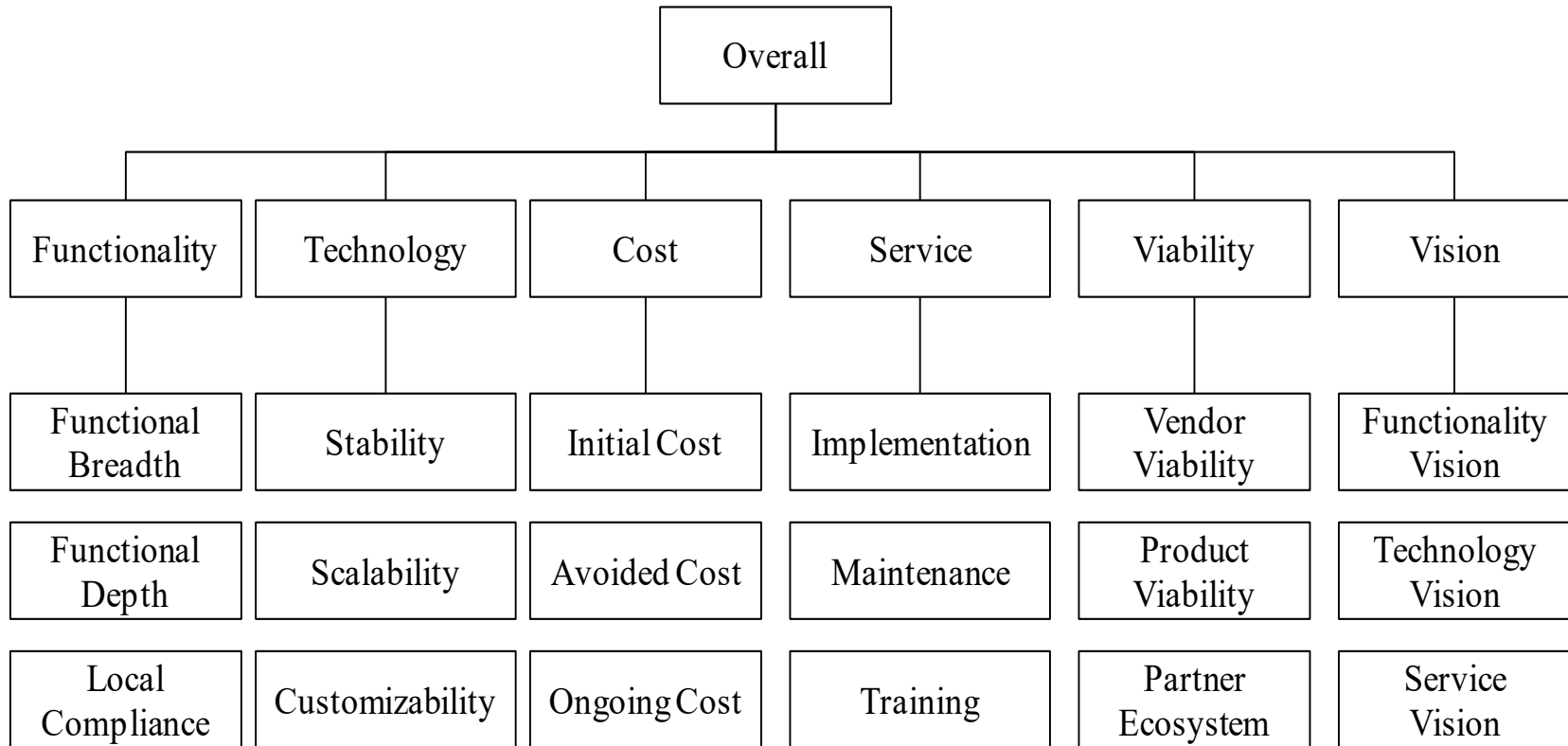
- **Cost-benefit analysis**
 - Computes improvements in efficiency with a focus on costs and benefits
- **Value linking**
 - Estimates improvements in business performance (not just costs and benefits)
- **Value acceleration**
 - Estimates improvements in business performance in other departments and at other times
- **Value restructuring**
 - Estimates improvements in business performance arising from organizational changes
- **Innovation evaluation**
 - Estimates the worth of new businesses

Vendor selection





Vendor selection



Adapted from Gartner's Analytical Hierarchy Process

Source: Gartner (Sep 2010)