**MGT 6503 Managing Information Resources (1.5 credits)**

-----------------------------------------------------------------------------------------------------------

Instructor: Professor Saby Mitra Room 474 (404-894-4365)

Office Hours: 3 - 5 pm Wednesday or by appointment [saby.mitra@mgt.gatech.edu](mailto:saby.mitra@mgt.gatech.edu)

-----------------------------------------------------------------------------------------------------------

**TEXT**

1. Customized course book of Harvard Business School cases. You can download the material from [www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)
2. Seven Chapters from the online book “Information Systems: A Manager's Guide to Harnessing Technology, v. 1.4” by John Gallaugher

**COURSE DESCRIPTION**

Information technology (IT) is bringing fundamental changes in many industries. High-speed data networks, big data initiatives, the internet, electronic commerce and other emerging technologies are breaking traditional barriers to transform the way we do business and interact with each other. While the technology has evolved and continues to do so at a breathtaking speed, the managerial process that controls the technology and its deployment has struggled to keep pace. Given the large investments that companies make, managing IT is the single most important and critical technology management issue facing most companies today.

The course is based on discussion of cases that illustrate the key challenges in the IT industry and the use of IT in organizations. The focus, consequently, is almost entirely on business and industry analysis and less on the technology itself. However, I do believe you need an understanding of the technology to appreciate the managerial trade-offs. The course is of fundamental importance in a MBA program that emphasizes technology management. It is designed for all MBA students and will be of special importance to those who want to pursue a technology niche within their areas of specialization. Examples of such individuals would include the following:

* Financial and equity analysts who want to focus on technology industries
* Marketing professionals who want to focus on selling technology related products
* Supply chain specialists who need an understanding of the enabling IT, and
* General managers and IT managers who need to understand the critical IT management decisions that modern organizations face

**KEY LEARNING OBJECTIVES**

* 1. Understand the key technologies that make up the IT infrastructure of a modern enterprise from a technology consumer viewpoint.
  2. Understand the critical IT management issues faced by a modern organization and the tools and techniques available to effectively manage the IT function.

**COURSE METHODOLOGY**

The course is divided into five modules that are of significant interest in today’s business environment. Each topic within a module is covered through a cases and lectures.

(a) **Module I (Enterprise Software and Software Platforms:** This module focuses on the software infrastructure in a modern organization. Topics include open source software, cloud computing, software platforms and enterprise software.

(b) **Module II (Internet and Mobile Technologies):** This module focuses on the data communications infrastructure and the industry that provides this infrastructure. Topics include mobile platforms, communication services, and internet architecture.

(c) **Module III (Social Networking and Web 2.0 Technologies):** This module focuses on emerging applications of Web 2.0 technologies (e.g. Facebook, Twitter, blogs and reviews). Topics include valuation of companies in this space, user generated content, social networking applications for companies, and managing consumer interactions.

(d) **Module IV (IT Security and Data Privacy):** This module focused on technologies and methods to secure your data and IT infrastructure. Topics include information security attacks and countermeasures, consumer privacy, and business continuity.

(e) **Module V (IT Transformation in Organizations):** This module focuses on management approaches that are transforming the IT organization. Topics include IT planning, IT consolidation, IT outsourcing and offshoring, and project management.

**CASE WRITE-UPS**

You are required to submit group case reports for any 2 of the cases marked in the tentative schedule with an asterisk (\*) for case report submission (see schedule later in this document). Each group should have 6 students. The group case write-ups (maximum 3 single-spaced pages with additional material in appendices only if necessary) are due at the beginning of the class period for which they are assigned.I will provide questions for all cases to guide the case reports and/or the case discussion. **The questions will be posted on the class website one week in advance.** You are free to provide other insights not covered by the questions. Be terse in writing the report. Prose is not required – listing of the major issues **organized into headings** is preferred.

I grade the case reports on 3 dimensions.

(a) The **quality of research** you have done to find support for your viewpoints – anyone can have an opinion, you need to back it up with research on the web, the library sites and other sources.

(b) The **logical development** of your arguments – are your arguments carefully and logically developed or do they appear ad-hoc and not well thought through?

(c) **Presentation** – how well you organize your reports. Do I have to read every word and decipher the key points hidden somewhere, or does your presentation facilitate my understanding of the arguments made.

**CASE DISCUSSION AND CLASS PARTICIPATION**

The case method of teaching is only effective when participants have extensively analyzed each case and are prepared for the case discussion. **Students should expect to be “cold called” throughout the course and should be prepared accordingly.** In assigning grades for participation, both your class attendance and your contribution during case and other discussions will be taken into consideration. The quality of your contributions to case and other discussions will be evaluated using the following criteria:

* Does the comment represent solid analysis or is it just a reiteration of the case facts?
* Does the comment show an ability to listen and build on what others have said?
* Does the comment move the discussion to an important area?
* If “cold called” was the student prepared with assigned readings?

**GRADING**

Group Case Write-ups (2) 20 %

Exam I 30 %

Exam II 30 %

Class Participation 20 %

**COURSE MATERIAL**

(a) The set of cases described in the schedule that follows is available through the following link. <https://cb.hbsp.harvard.edu/cbmp/access/28087226>

(b) Obtain electronic access to the following digital book from Flat World Knowledge:   
**Information Systems: A Manager's Guide to Harnessing Technology, b**y: John Gallaugher , ugust 2013. <https://students.flatworldknowledge.com/course/1719771>

Note that the Gallaugher book is quite elementary and easy to read. Its purpose is to bring everyone up to speed on the basics. I will not cover the material in the book explicitly unless you have questions, but it is important to read the chapters prior to class.

**EXAMS**

All exams are in-class and open-notes, open-book. You can bring your laptop, iPad etc. if you want to.

**MISCELLENEOUS**

The Georgia Tech honor code applies to all aspects of the class. Any plagiarism will be reported to the Dean of Students.

No make-up exams will be given. If you have to miss the exam because of unavoidable circumstances, let me know in advance.

**TENTATIVE COURSE OUTLINE (15 sessions of 80 minutes each)**

**MODULE 1: Enterprise Software and Software Platforms**

**Session 1**

**Topics:** Enterprise Software

**Case:** None

**Readings:** Ch 10: Understanding Software: Primer for Managers (Gallaugher 2012)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Session 2**

**Topics:** Enterprise Software - continued

**Case: \*** SAP AG: Orchestrating the Ecosystem

**Readings:** None

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Session 3**

**Topics:** Cloud Computing and Software as a Service

**Case:** Open Source: Salvation or Suicide

**Readings:** Ch 11: Software in Flux: Partly Cloudy and Sometimes Free (Gallaugher 2012)

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**MODULE 2: Internet, Mobile and Communication Technologies**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Sessions 4**

**Topics:** Communications and Wireless Technology

**Case:** None

**Readings:** Ch 13: Manager’s Guide to the Internet & Telecom (Gallaugher 2012)

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Session 5**

**Topics:** Platform Wars, Smartphones, and Mobile Operating Systems

**Case:** \* Research in Motion: The Mobile OS Platform War

**Readings:** None

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**MODULE 3: Social Networking and Web 2.0**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Session 6**

**Topics:** Corporate applications of social media and Web 2.0 technologies

**Case:** None

**Readings:** Ch 8: Social Media, Peer Production, & Web 2.0 (Gallaugher 2012)

Piskorski, Social Strategies that Work, Harvard Business Review

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Session 7**

**Topics:** Valuation of Facebook and User Generated Content

**Case: \*** Facebook Platforms

**Readings:** Ch 9: Facebook, Building a Business…..(Gallaugher 2012)

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Session 8**

**Topics:** Managing Digital Transitions and IT Enabled Innovations

**Case:** Making Markets at Manheim (available on t-square)

**Readings:** Competing in Digital Markets (in Sambamurthy and Zmud 2013)

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**MODULE 4: Managing IT Security and Data Privacy**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Session 9**

**Topics:** Managing IT Security

**Case:** iPremiere (A): Denial of Service Attacks

**Readings:** Ch14: Information Security: Barbarians @ Gateway (Gallaugher 2012)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Session 10**

**Topics:** Data Privacy, Online Advertising

**Case:** \* Google and Internet Privacy (A)

**Readings:** None

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**MODULE 5: IT Transformations in Organizations**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Session 11**

**Topics:** IT Strategic Planning

**Case:** VW of America: Managing IT Priorities

**Readings:** None

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Session 12**

**Topics:** Managing IT Projects and Global Delivery Teams

**Case:** \* The Global Delivery Model at Infosys (available on T-square)

**Readings:** None

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Session 13**

**Topics:** IT Governance

**Case:** \* IT Transformation at Accenture

**Readings:** None

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Session 14**

**Topics** IT Outsourcing and Vendor Management

**Case \***Outsourcing at Office Supply Corporation

**Readings** None

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Session 15**

**Topics** Healthcare IT

**Case \***Computerized Provider Order Entry at Emory Healthcare

**Readings** None

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**