Week 7, Session 1

**Sharda: 3.9 - 3.12;  Articles: 1) What gets watched gets done: How metrics can motivate, 2) BI at Guthy-Renker, 3) A practitioner's guide to best practices in data visualization, 4) Saving time and money: Why open-source BI makes sense**

1. List and describe the four phases of the BPM cycle.
2. Compare and contrast BSC and Six Sigma.
3. What is a KPI? Distinguish between KPIs that are “outcomes” and those that are “drivers”.
4. Develop a strategy map and BSC for a hypothetical or existing company. Include the objectives, measures, targets and action plans for the four BSC perspectives.
5. How does 1-800 Contacts benefit from the use of dashboards?
6. What would be your reaction if you were an agent at 1-800 Contacts?
7. What changes were instituted at Guthy-Renker that put its BI project on track for eventual success?
8. What are some unique challenges for Guthy-Renker in developing and implementing its BI systems?
9. Can you think of other KPIs that would be useful to Guthy-Renker?
10. Discuss one or more of the authors' recommendations in the context of your own experiences with creating visualizations.
11. What arguments does the author offer for considering open-source BI solutions? Do you agree with his assessment? Explain your answer.
12. What are some downsides to open-source BI solutions?
13. Discuss your organization's experience with open-source BI.