



Rensselaer

Lally School of Management

Exam 1 Review

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Administrative

- Exam details
 - 120 minutes long
 - Multiple-choice and short answer questions with mini-cases
 - Closed books and notes, calculators allowed
- Read through assigned readings and class lecture slides: I won't ask questions specific to the case but will focus on key learnings and takeaways. It would also be helpful to go through breakout activities
- Office hours (at 2208 Pitts)
 - Wednesday (2/19/2020) 230-430 PM

L1: Introduction

- Skim through Sambamurthy and Zmud chapters 1 and 2
- Focus on class slides and discussion
 - Key focus on value discipline, value propositions, and core IT investments (slide 15)
 - Key takeaways from the discussion on Amazon/Apple/Facebook/Google (blurring boundaries of competition!)

L2: Value pathways through IT

- Read:
 - Sambamurthy and Zmud Chapter 12: Value Pathways
 - CISCO case and Nestle article
 - Slide deck
- Focus on key learnings from the cases (going through the assignment and class discussion will help)
- Are ERP systems always necessary (slides # 43-45; 50)?

L3: Business value of IT

- Sambamurthy and Zmud
 - Chapter 12: Value Pathways (e.g. slides 11, 13-18, in-class activity)
 - Chapter 13: Building Persuasive Business Cases
- Focus on how to do basic financial calculation for NPV and IRR (see SFO SAFE case) and making the strategic and financial case for IT investments (slide 22 in L3 or slide 3 and 4 in L4); go through the class activity/discussion
- IT investment portfolio should reflect what the firm is using IT for (L3 slide 37 or L4 slide 7)
- Slide deck: Skip discussion of IT options and risk in the appendix

L4-L5: Platform business models

- Focus on the assigned class readings (esp. course pack article on “Strategies for Two-Sided Markets”) and class slides
- Make sure you understand:
 - Different kinds of network effects
 - Strategic challenges of platform business models (mobilization, multi-homing and winner take-all, envelopment)
 - How to price the network (the course pack article should help)
- What platform models should Intuit QuickBooks adopt for QBF and Concierge? Why?

Sample multiple choice questions

- An insurance company wishes to offer its customers higher discounts when they buy multiple insurance policies, including automobile, property (house), and medical insurance. Currently, these different business units have unique customer service processes that best reflect their business and operate with their own versions of customer data. Which of the following actions would be MOST appropriate for what they want to do with their proposed business and operating model?
 - a. Standardize the processes for selling insurance policies
 - b. Integrate the customer data across different sales processes for insurance policies.
 - c. Apply analytics to discover opportunities for selling different insurance policies
 - d. Invest in a customer relationship management system for the sales process.
- Which of the following IT asset classes is MOST likely to help a firm improve its time to market for new business initiatives?
 - a. Infrastructure
 - b. Transactional
 - c. Informational
 - d. Strategic

Sample short answer/mini case questions

- Many would be similar to the ones in the assignments and may involve mini cases.
- Others could include testing of concepts learned in class. For example:
 - Identify the two sides of ride sharing platform Uber. What is the nature of cross and same side network effects? Can you discuss positive and negative network effects?



**KEEP
CALM
AND
GOOD
LUCK**

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