

EMBA542: IT Management

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Career Focus

In this course, we will study the challenges of strategic understanding of Growth, Innovation and IT from the perspective of the executives. This course will prove valuable to current/future executives or CEOs, as well as those who will consult for or invest in operating companies.

Course Objective

This course is designed strategically for executive MBAs by integrating two MBA courses: Growth Strategy and IT Management. The emphasis is on gaining strategic insights for creating values. In contemporary companies, growth strategies focus resources on seizing opportunities for sustainable growth. Evidence suggests that sustainable growth can boost stock price up to 100 percent higher. Growth strategies typically alter a company's goals to challenge conventional wisdom, acquire profitable new business, reallocate resources, and innovate in the management and business processes. This course employs a unique approach; it challenges issues in growing companies from the perspective of IT and innovation.

The course is case oriented. The cases have been chosen to cover a diverse range of industries and transformation of business models over the last ten years. This course will not make you a specialist; its emphasis is on industry and strategic insights that is an imperative DNA for future CEOs.

Required Reading Materials & Cases

Reading Package by Dr H Lee

Case Package

Reference

The Granularity of Growth, 2008

Case Presentation (Team) and Discussion

For each case assigned, a team is selected for presentation. Your team's role would be consultants to address the issues assigned. You will be able to improve your skills to understand others' positions and customers through this role because it is a fairly important step to be successful in business. This consultant team makes a 30-minute presentation. (Please designate one-three consultants for the presentation). The goal is to make your presentation as best as possible. After the presentation, the team members will answer any question from the audience. The instructor will summarize the case later. The consultant team needs to post their presentation materials before the class session so that others may know of your ideas in advance. Most cases do not have one "right" answer, but there are definitely unsubstantiated answers. Even if class consensus differs, that does not diminish the value of your comments. Critically listen to your peers and if you disagree, then explain how and why your perspective differs.

Case Analysis Report - Team

Cases are assigned to sharpen your understanding of real-life business world. For each case, you will form a 3-4 person team (The instructor will assign the team based on the strengths and diversity of team members in view of their synergetic effects). The case questions will be announced to help you focus on class discussion. You are answering these questions according to the theories, insights, and frameworks you have learned in the class. You are required to submit typed answers to these case questions before the beginning of that class (3 pages maximum). The case analysis report needs to be prepared through your team effort.

Individual Class Contribution

Class contribution refers to anything contributing to our learning environment. This is not limited to class discussion. Bringing in (or uploading in the class web) innovative ideas, case update materials, relevant articles, or video clips, etc count towards your class contribution grade. Contributing to case analysis requires high quality, rigorous preparation before class. Even if class consensus differs, that does not necessarily diminish the value of your comments. Carefully listen to your peers and if you disagree, then explain how and why your viewpoint differs. Debate, creativity, and expression of individual values and ideas are encouraged.

Article Reading

Students must read the assigned reading. Every lecture will be conducted under this assumption.

Quiz

Quizzes (True False and/or Short Answer type) may be given every two weeks. The primary purpose of these is to have the students ready for the discussion and participation in class.

Attendance

It is almost impossible to contribute if you are not in class. Excessive absence will adversely affect your grade. My policy about the attendance is that if you miss more than 20% of a course you must retake the course. Otherwise, based on the number of attendance, you will receive the credit. If you want to avoid absence penalty for the classes you will miss, please arrange your absence with the class teaching assistant at least one week in advance. Then, your captain will do his best to help you catch up those missing classes.

Grading Policy

Grade of the course will be based on the following weights:

Individual Class Contribution	300
Case Analysis Report - Team	200
Case Presentation - Team	100
Quiz	200
<u>Attendance</u>	<u>200</u>
	1000

CLASS SCHEDULE & Reading Assignment (Note: May change depending upon better education)

[2/10] Sustainable Core

Zook & Allen "Growth outside the core" HBR Dec 2003 (R1)

Viguerie et al "Understanding your company's performance" in "Granularity of Growth" 2008

[2/18] Business Model

CASE – Sustainable Core Pixar (709462)

Magretta "Why business models matter" HBR May 2002 (R2)

Zook & Allen "The great repeatable business model" HBR Nov 2011

[2/25] Disruptive Emotion

CASE - Business Model Google (910036)

Christensen "How can we beat our most powerful competitors?"
in "Innovator's Solution" 2003 (R3)

Piskorski "Social strategies that work" Nov HBR 2011

Group Simulation - Storage Architecture Inc

[3/3] Opportunity Portfolio

CASE - Disruptive Emotion Facebook (808128)

특별 초청 이충석 산업대 교수 – 아이러브스쿨 공동 창업자

McGrath "Aligning the organization for growth" in "Discovery-driven Growth" 2009 (R4)

McGrath "How the growth outliers do it" HBR 2012

[3/10] Core Competence

CASE - Opportunity Portfolio Nokia (9-710-429)

Piccoli et al "Creating and sustaining IT enabled competitive advantages"
in "Competing in the Information Age" 2002 (R5)
Collis & Montgomery "Competing on resources" HBR Jul 2008

[3/17] IT Value

CASE - Core Competence Cemex (9-308-024)

Carr "IT doesn't matter" HBR May 2003 pp41-49 & "Responses"
HBR July 2003 pp109-112 (R6)
Hagel & Singer "Unbundling the corporation" HBR Mar-Apr 1999

[3/24] Process Enterprise

CASE - IT Value Zara (604081)

Hammer "Process management and the future of six sigma" SMR 2002 (R8)
Hammer "Reengineering work: Don't automate, obliterate" HBR July 1990

[4/7] Customer Experience

CASE - Process Enterprise GE (306087)

특별 초청 - 황수 GE 코리아 대표

Meyer & Schwager "Understanding customer experience" HBR Feb 2007 pp 117-126 (R7)
Reichheld "The one number you need to grow" HBR Dec 2003 pp46-54

[4/14] Knowledge Management

CASE - Customer Experience Harrah (502011)

Nonaka & Konno "The concept of Ba" CMR Spring 1998 pp. 40-54 (R9)
Krane et al "Community Relations 2.0" HBR Nov 2009

[4/21] Organization 2.0

CASE - Knowledge Management Danone (9-608-107)

Hamel "First let's fire all the management" HBR Dec 2011 (R10)

Kanter "How great companies think differently" HBR Nov 2011

[4/28] Open Innovation

CASE - Organization 2.0 Whole Foods (705476)

특별 초청 – 고어코리아 김인규 대표

Chesbrough "Why companies should have open business model?" SMR Jan 2007 (R11)

Piano & Teece "How to capture value from innovation: shaping intellectual property and industry architecture" CMR Nov 2007

[5/12] Network Business

CASE - Open Innovation Blizzard (SM154A)

Eisenmann et al "Strategies for two sided markets" HBR Oct 2006 (R12)

Eisenmann "Platform-mediated networks: definitions and core concepts"
HBP Note 2006 9-807-049

[5/19] Unstoppable Platform

CASE - Network Business Customer Payment Systems in Japan (9-909-007)

Iansiti and Levien "Strategy as ecology" HBR March 2004 (R13)

Gawer & Cusumano "How companies become platform leaders" SMR Jan 2008

[5/26] Wrap-up

CASE - Unstoppable Platform Apple (710467)

Note: "R" depicts required reading materials.