FROM INSIGHTS TO ACTION KAIST College of Business

EMBA542 - IT Management

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TA: 허동철

Dream - Career Focus

Here, we will study the challenges of strategic understanding of IT, Innovation, and Growth from the perspective of the executives. This course will prove valuable to current and future executives or CEOs.

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 sustainable values. In contemporary companies, growth strategies focus resources on seizing opportunities for long-term 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 courses will not make you specialist, but generalist - leader; its emphasis is on embedding strategic insights that are imperative DNAs for future CEOs.

Required Reading Materials & Cases

Reading & Case Package by Prof H Lee

Reference

Corporate Information Strategy and Management

Participation & 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) invited speaker, innovative ideas, case update materials, relevant articles, or video clips, etc. 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 during our discussion. 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.

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.

Case Presentation and Discussion

For each case assigned, a team is selected for presentation. This consultant team makes 10 minute presentation. The goal is to make your presentation as best as possible. 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.

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. We do NOT have any EXAMs that are for Managers

Progress

Class Participation, Contribution & Attendance	500
Case	300
Quiz	200

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

[Feb 1]

IT Fundamentals

Laudon & Laudon "Information Systems" in Management Information Systems 2010 pp 43-63

Orfali "Welcome to Client Server Computing" in Client Server Survival Guide pp 7-34

[Feb 15]

Disruptive IT

Hagel & Singer "Unbundling the Corporation" HBR Mar-Apr 1999

IT Value

Carr "IT doesn't matter" HBR May 2003 pp41-49 & "Responses"
HBR July 2003 pp109-112

[Feb 23 - Saturday]

Quiz #1

CASE - IT Value Zara (604081)

IT Competitiveness

Davenport "Putting the enterprise into the enterprise systems"

HBR July-August 1998 pp27-37

McAfee & Brynjolfsson “Investing in the IT that makes a competitive difference” HBR August 2008 pp 98-107.

[March 8]

Case - IT Competitiveness Harley (600006)

Customer Experience

Meyer & Schwager “Understanding customer experience” HBR Feb 2007 pp 117-126

McAfee & Brynjolfsson "Big data: the management revolution" HBR Oct 2012 pp 61-68

[March 15]

Quiz #2

CASE - Customer Experience Harrah (502011)

Process Enterprise

Hammer “Process management and the future of six sigma” SMR 2002

Hammer “Reengineering work: Don’t automate, obliterate” HBR July 1990

[March 22]

CASE - Process Enterprise GE (306087)

Knowledge Management

Nonaka & Konno “The concept of Ba” CMR Spring 1998 pp. 40-54

Krane et al “Community Relations 2.0” HBR Nov 2009

[March 29]

Quiz #3

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

Organization 2.0

Hamel "Forging Management 2.0" in "The Future of Management" 2007

Kotter "Accelerate!" Nov 2012 pp 44-58

[April 5]

CASE - Organization 2.0 Gore (BAB698)

Sustainable Core

Zook & Allen "Growth outside the core" HBR Dec 2003

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

[April 12]

Quiz #4

CASE - Sustainable Core Pixar (709462)

Emotional Obedience

Christensen "How can we beat our most powerful competitors?" in "Innovator's Solution" 2003 pp 31-42

Roy Ascott "Is there love in the telematic embrace" Art Journal

[April 19]

CASE - Emotional Obedience Facebook (808128)

Opportunity Portfolio

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

McGrath "How the growth outliers do it" HBR 2012

[April 26]

Quiz #5

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

Open Innovation

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

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

[May 3]

CASE - Open Innovation Blizzard (SM154A)

Ecological Platform

Iansiti and Levien "Strategy as ecology" HBR March 2004

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

[May 10]

Quiz #6

CASE - Ecological Platform Apple (710467)

Global Expansion

Bartlett & Ghoshal “Tap your subsidiaries for global reach” HBR 1986

Wilson & Doz "10 rules for managing global innovation" HBR 2012

[May 24]

CASE - Global Expansion Vodafone (IMD-3-1079)

Personal Growth

Christensen "How will you measure your life?" HBR 2010