MGT/P 207
Managing IT for Business Value
What every Business Leader needs to know about IT
Fall 2019 Syllabus

Professor Cyrus John Aram, MBA, PMP, ASQBB
Proven leader driving transformational business improvement programs.

University of California, Davis
Graduate School of Management

OPENING

Ever wonder how type of skills, approaches and techniques are needed to secure jobs at leading companies such as Amazon, Apple and HP, Genentech and many other leading firms in various industries? Does the idea of learning how to lead large scale transformation efforts (whether Fortune 50 firms, large state organization or your own entrepreneurial idea) galvanize your interest?

Do you want to know how to ensure your careers go down a path of "knowledge management" versus tactical tasks that can be outsourced? If your answer to these questions is in the affirmative, MGT 120 may be a fit for you.

This course consistently ranks among students as "among the best courses at UCD" consistently receiving 4.7 out of 5 for course satisfaction. This course is taught seminar style and covers a multi-disciplinary approach towards technology transformation and therefore covers key real-world concepts in physiology, Six Sigma, strategy, project management as just a few examples. As a result, this course is limited to an enrollment of ~25.

The scope of this course is as salient as ever in today's Business climate. The delivery and facilitation of this course content consistently receives 4.7 out of 5 for course and student satisfaction. But the driving reasons for the high impact nature of this course involves a mix of the student work ethic, the range of guest speakers and the specific "technology" frameworks used to transform the business landscape.

Almost 50% of capital expenditures in developed economies today are on IT, totaling about $2 trillion worldwide. Given the pervasiveness and large scale of IT, it is critical for managers to be familiar with, and to understand several key themes wrapped around business and technology. This course will deep dive into 6 core technology themes and its implications for transforming businesses models.

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COURSE LEARNING OBJECTIVES

This pragmatic course will be taught from a "real world perspective"; students will be asked to apply leading Information Technology frameworks to current day business and technology challenges.

The primary goal of this class is to allow students to develop a fundamental understanding of technology's role in business transformation. In increasing challenging economic conditions, business transformation is a main vehicle allowing organizations to optimize productivity and innovation thus increasing revenue, decreasing cost or both.

There are **FIVE** *primary Student Learning Objectives* for this course:

1. Develop a fundamental understanding of the **role of Information Technology in business transformation.**

2. Develop leader capability in applying **leading edge business and technology frameworks** to current day challenges in leading teams to through the traditional as well as the agile IT life cycle.

3. Become more marketable by leveraging the frameworks in this class to define a stronger technology and process **Brand** and external market persona.

4. Understand the **interrelationships** between the leading people, process, technology and the requisite leadership "hat's" to wear for a variety of IT real life scenario's.

5. Be able to **apply several best practices** related to several IT disciplines (e.g. evaluating IT investments, leading enterprise class IT implementations, IT and Org design, etc).

REQUIRED TEXTS

The Fifth Discipline, Peter M. Senge, 1990, Currency Doubleday.

The Definitive Guide to Social CRM: Maximizing Customer Relationships with Social Media to Gain Market Insights, Customers, and Profits, Barton Goldenberg, 2015, ISBN-13: 978-0134133904 ISBN-10: 0134133900.

TBD Videos and/or a book by Simon Sinek, Professor is currently evaluating options and will update and send a communication out by September 15, 2019.

COURSE TEACHING APPROACH

I will teach this course using three fundamental facilitation techniques;

First, I use the Socratic method of case studies and experiential learning. As opposed to straight lecture on the materials (I will not lecture on the material "cover to cover"), by employing the Socratic method towards instruction this means there is a heavy emphasis that you have read the content prior to class and are ready to respond to direct questions.

Secondly, I believe one of the best means to facilitate adult learning is through experiential application. This simply means students will have numerous opportunities to immediately apply class frameworks, concepts and tools.

Finally, we will use several real-life business situations (that range from Fortune 50 to Government to Non-Profit) case studies as a lens to drive key IT themes and applications. These case studies will range from local Sacramento firms to Global multi-national organizations.

CURRENT SCHEDULE

The course is scheduled for a series of 3-hour sessions *(Subject to minor changes at the discretion of the instructor).*

Week	Main Theme Topic	Class Sub Themes	Teaching Method & Student Deliverable
Learning the Physics of Technology Transformation			
❶ **Wednesday 09/25/2019 6:00 PM - 9:00 PM** **MC-2205 (SAC)**	Introduction to the Course Format, Requirements and Expectations. Class and Instructor / Student Interaction. The 6 Technology Transformation Themes of this Course. **Theme #1:** *It's Not about the Technology; Introducing People, Process and Technology.*	Understanding the IT Triple Constraint. Technology as the Least Important Dimension.	Panic Zones. **Reading:** Goldenberg, Part I – III (pg. 1-109) Senge, Part I – II (pg. 3-135) **Handout:** Theme 1 Frameworks & Breakouts.
Learning the Current Business & Technology Paradigms			
❷ **Wednesday 10/02/2019 6:00 PM - 9:00 PM** **MC-2205 (SAC)**	**Theme #2:** *Cloud Computing and the ability to bi-pass the IT Division.*	Software as a Service When to go Cloud vs. Traditional IT. Risks, Rewards and Mitigations of Cloud. Picking the Right Cloud Model. Top 5 Cloud Impacts and Why They Matter.	**Reading:** Goldenberg, Part IV-V (pg. 111-155) Senge, Part III– IV (pg. 139-269) **Homework:** Homework 1, Due 10/6 **Handout:** Theme 2 Frameworks & Breakouts.
Learning the Physics of Technology Transformation			
❸ **Wednesday 10/09/2019 6:00 PM - 9:00 PM** **MC-2205 (SAC)**	**Theme #3:** *Enterprise IT Transformations; The Good, The Bad the Ugly and the Fundamentals to Manage.*	Enterprise Architecture. Letters to be weary of: CRM, ERP, RTE. 360 Transformation.	**Case Study:** The Inner IT Workings at HP/EDS Integration. **Handout:** Theme 3 Frameworks & Breakouts.
Learning the Current Business & Technology Paradigms			
❹ **Wednesday 10/16/2019 6:00 PM - 9:00 PM** **MC-2205 (SAC)**	**Theme #3:** *(Continued).*	Always On, Doing Business Anywhere, Anytime - at a Fraction of the Cost. 5 Critical IT Sketches from 4 Hour Work Week. What Timothy Ferris Could Teach CIOs.	**Possible Guest Speaker:** C Level Executive from Fortune 50 Company. **Case Studies:** TBD **Reading:** Goldenberg, Part VI-VII (pg. 157-Finish) Senge, Part V (pg. 363-Finish)

Week	Main Theme Topic	Class Sub Themes	Teaching Method & Student Deliverable
			Handout: Theme 4 Frameworks & Breakouts. **Break Out:** Applying "4 Hour" to Enterprise IT.
Learning the Physics of Technology Transformation			
❺ Wednesday 10/23/2019 6:00 PM - 9:00 PM MC-2205 (SAC)	Group Student – Midterm Examination.		
Learning the Current Business & Technology Paradigms			
❻ Wednesday 10/30/2019 6:00 PM - 9:00 PM MC-2205 (SAC)	**Theme # 5:** *What Gets Measured Gets Done: Introducing the Balanced Scorecard.* **Group Reviews.**		
Barton Goldenberg Conference Call			
❼ Wednesday 11/6/2019 6:00 PM - 9:00 PM MC-2205 (SAC)	**Finishing Theme #3:** *The 360 Framework.*		**Homework:** Homework 2, Due 11/14
Tentative: Amazon Recruiter Conference Call			
❽ Wednesday 11/13/2019 6:00 PM - 9:00 PM MC-2205 (SAC)	**Theme #4:** *How the "4 Hour Work Week" revolutionizes IT.* **Theme #6**: *Managing our Careers: Presentation Skills, Networking, Managing Power and our Professional Brand.* *Managing our Careers: Interviewing, BATNA and Resumes.*	3 Sets of Guiding Principles from 4-hour Work Week to Manage Your Careers and Life. What Timothy Ferris Could Teach CIOs.	Theme 4 Framework. Interviewing Workshop. Resume Framework. Network Models and Real-Life frameworks.
Group Student – Final Examination			

Week	Main Theme Topic	Class Sub Themes	Teaching Method & Student Deliverable
⑨ **Wednesday 11/20/2019 6:00 PM - 9:00 PM** **MC-2205 (SAC)**	Working Session with Groups. No New Content or Lecture.		
"Game Day" – Group Presentations			
⑩ **Wednesday 12/04/2019 6:00 PM - 9:00 PM** **MC-2205 (SAC)**	Final Group Presentations to an Executive Panel. All Course Requirements are Satisfied.		
Placeholder Class			
⑪ **Wednesday 12/11/2019 6:00 PM - 9:00 PM** **MC-2205 (SAC)**	*This date and time of class many not be necessary and all requirements for the course may be met on 12/04/2019 (subject to Professor discretion).*		

COURSE REQUIREMENTS AND EXPECTATIONS

Attendance and Participation

This course is structured to help develop your interest and ability to think about the use of information technology in today's organizations. You should plan to be actively involved -- this means attending class, being attentive, and participating in class activities.

Weekly Assignments

Weekly assignments are an important aspect of applying and learning the concepts of managing information technology and business transformation. Completion of weekly assignments can include case study write ups, a one page "key themes of the week" summary and other lighter effort deliverables.

All assignments should be labeled as follows:

- Student Name & Contact Information, Course Name & Date Submitted.

Midterm and Final Examinations

Both midterm and final examinations will present real life IT challenges and require an application of specific IT/Business frameworks to help solve for the appropriate business outcome. The midterm format will be a cloud based examination (you will pull the test down from the Smart Site) of multiple choice, short answer and long essay. The final exam will be a group based response to two or three material IT challenges in today's business landscape (details to follow on both).

Team Presentations

The final course deliverable will involve a team presentation that will integrate all major course content into a single presentation. Specific details of presentation requirements will be shared by the third week of the course however students can expect to analyze a current business challenge and offer a business and technology response by applying a variety of tools and concepts learned during this course.

GRADING REQUIREMENTS AND PROCEDURES

Topic	% of Points
*Participation Points**	15%
Homework Assignments	5%
Midterm Examination	20%
Final Examination	20%
Final Biz and Tech Play Presentations	40%
Total %	100%

*Students may earn up to a full grade bump (e.g. B+ to A-) through "extra credit" during the quarter by modeling innovative behavior. This includes behavior that bridges or links content, comments that move the discussion forward and help teach the key learning's. *It does not mean simply raising your hand to talk.*

Conversely students may be bumped down significantly by lack of participation and engagement on team projects and corresponding peer evaluations. Do not take this class if you intend on freeloading on team members (you will be penalized).

OFFICE HOURS AND INSTRUCTOR CONTACT INFORMATION

Office Hours: Similar to IT, while we are in the 10-week session, I will be "always on" for consultations and brief "sync sessions". This means you will be able to text me 6 days a week and I will return your inquiry same day (unless I am in a business fire drill!).

Office Location: TBD, Phone: (916) 705-3524 (Professor cell phone).

Email: cyrus.john.aram@gmail.com*
*(*please use this account as the primary means of contact)*

LOCATION OF COURSE

This class will be meeting in Sacramento, UC Davis Medical Center room MC 2205.

CYRUS JOHN ARAM BIO
Proven Leader Driving Transformational Business Improvement Programs
Customer Experience and Business Process Management

EDUCATION

Master of Business Administration, University of California, Davis
Graduate School of Management

Six Sigma Master Black Belt, American Society for Quality
Black Belt Certification

Project Management Professional, Project Management Institute (PMI)
Project Management Certification

Bachelor of Arts, University of California, Davis
English, Political Science and Philosophy

PROFILE

Professor Cyrus Aram brings over 20 years of private and public sector experience in the areas of customer strategy, business transformation, and planning, program, change and quality management. He has domain level expertise in the following business disciplines:

- ❖ Customer Strategy & Thought Leadership.
- ❖ Business Process Transformation.
- ❖ Lean Sigma, Program & Change Management.
- ❖ Performance Management & Business Controls.
- ❖ Featured presenter at several national conferences including:
  - o Blues Conference May 2014 in Florida
  - o "DestinationCRM 2007 Conference" in New York, NY
  - o "Thought Leadership Summit" in San Jose, CA

WORK EXPERIENCE…In Brief

- ❖ Twenty years progressively responsible Fortune 100 business and public-sector strategy development and implementation (e.g. EDS, GM, VSP, HP, BSC).
- ❖ Demonstrated success in leading a variety of complex business programs, initiatives across different industry functions and on a global, national and regional basis.
- ❖ Ten plus years directing large Customer Transformation efforts including leading all efforts to complete the largest technology merger in corporate America history.
- ❖ Companies initiatives delivered hundreds of millions in savings & increased revenue by as much as 30%.

FACULTY PROFILE

Adjunct Faculty at UC Davis & Sacramento State Business Schools.

PROFESSOR CYRUS' FAVORITE LEADERSHIP PRINCIPLE

"Everybody Teaches…Everybody Learns"