

***Management Information Systems – 490V***  
**Managing Technology for Business Value**  
*(What every Business Leader needs to know about Transformation)*

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## Course Description

### IMP Connection Point

This class carries a strong connection point with the GSM Impact course (<https://gsm.ucdavis.edu/full-time-mba/academics/impact>) since the very frameworks and concepts we will study in can be applied to the Impact project scope. Students are also encouraged to use their Impact group project topic and scope for their project requirements. In simple terms, these two classes can complement each other well and you can use one group project for both course requirements.

### Course Overview

Regardless of your career path, any leader must have a grasp around managing technology in the context of the business model. Technology deployments are often filled with catastrophic results and career ending impacts for leaders. Regardless of your chosen industry, the intersection of technology and process exists...well everywhere.

This course gets at the heart of business model transformation (when firms want to transform the way they do business) through the lens of people, process, and technology. More specifically, the curriculum will offer more than 50 proven 'frameworks' that allow a leader to lead teams through automating business functions (using technology and other enablers) while achieving key outcomes for the customer. This course does not require a pre-requisite or any deep technology background but is an intense, seminar style course that requires a rigorous real life project application of the content.

Does the idea of learning how to lead large scale transformation efforts (whether Fortune 500 firms, large state organization or your own entrepreneurial idea) galvanize your interest?

This course is taught seminar style and covers a multi-disciplinary approach towards technology transformation and therefore covers key real-world concepts in psychology, Lean Sigma, strategy, project management as just a few examples.

The scope of this course is as salient as ever in today's Business climate. 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 5 core operating model themes and its implications for transforming business. You do not need a background in technology or process design, just the hunger to learn and a quarter in which you can apply up to 50+ material transformation business frameworks to real life situations.

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.

### Course Teaching Approach

I will teach this course using three fundamental facilitation techniques: Socratic method, case studies and experiential learning. As opposed to straight lecture on the materials (I will not lecture on the material "cover to cover"), I employ a Socratic method towards instruction which simply means 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 means simply 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 500 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.

### Course Learning Outcomes

After taking this course, students will

- Develop a fundamental understanding of the **role of Information Technology in business transformation**.
- Develop leader capability in applying **leading edge business and technology frameworks** to current day challenges in leading teams through the traditional as well as the agile IT life cycle.
- Become more marketable by leveraging the frameworks in this class to define a stronger technology and process **Brand** and external market persona.
- Understand the **interrelationships** between the leading people, process, technology, and the requisite leadership "hats" to wear for a variety of IT real life scenario's.
- 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).

## Course Materials

**Required Texts:** There are two required books that will be leveraged in this course.

1. *The Fifth Discipline*, Peter M. Senge, 1990
2. *The Definitive Guide to Social CRM: Maximizing Customer Relationships with Social Media to Gain Market Insights, Customers, and Profits*, Barton Goldenberg, 2015

**Course Syllabus:** You are responsible for the information contained in this syllabus.

**Handouts:** Selected readings, videos and templates will be available through Canvas. These will be used for the in-class discussions and exercises.

## Course Requirements

### 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, Course Name, Assignment 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. If you are doing the Impact course, you have the option of choosing that as your final project requirement.

## Grading Requirements and Procedures

Topic	% of Points
<i>Participation Points*</i>	5%
<i>Homework Assignments</i>	5%
<i>Midterm Examination</i>	20%
<i>Final Examination</i>	20%
<i>Final Biz and Tech Project Presentations</i>	50%
<b>Total %</b>	100%

\*Students may earn up to a full grade bump (e.g. B+ to A-) “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.*

## Course Schedule

The course is scheduled for a series of 3-hour sessions that will be held via Zoom.

Class	Topic	Assignment/Reading
1 (4/3)	<p><b>Course Overview</b></p> <ul style="list-style-type: none"> <li>Syllabus review and Course Structure</li> <li>Do you want a Final Exam or Accelerate Your Group Projects to the week prior to Finals week?</li> </ul> <p>Operating model introduction</p> <ul style="list-style-type: none"> <li>What is an operating model? (slides 1-4)</li> </ul> <p><b>Theme 1: Value Creation, part 1</b> (week 1 deck)</p> <ul style="list-style-type: none"> <li>Understanding the pain in the system (current state frameworks) <ul style="list-style-type: none"> <li>Problem statement</li> <li>Define scope</li> </ul> </li> <li>Use Case Breakout: Spirit Airlines, Pharma</li> </ul>	<p>Reading: Goldenberg, Part I – III (pg. 1-134)</p> <p>Senge, Part I – II (pg. 3-135)</p> <p>Team Selection</p>
2 (4/10)	<p><b>Theme 1: Value Creation, part 2</b> (Week 2 deck)</p> <ul style="list-style-type: none"> <li>Understanding customer value (current state frameworks) <ul style="list-style-type: none"> <li>Strategy</li> <li>Customer journey map</li> <li>Kano model</li> <li>System Maps</li> <li>SIPOC</li> </ul> </li> <li>Use Case Breakout: Health Insurance Product to Market</li> </ul>	<p><b>Group Project Assignment</b></p> <p>Reading: Goldenberg, Part V (pg. 187-245)</p> <p>Senge, Part III– IV (pg. 139-269)</p>

Class	Topic	Assignment/Reading
3 (4/17)	<b>Theme 2: Core Capabilities</b> (Week 3 deck) <ul style="list-style-type: none"> <li>Defining capabilities for an organization <ul style="list-style-type: none"> <li>Pain Points and Root cause analysis</li> <li>Transition into Building Future State</li> <li>Design/guiding principles</li> <li>Capability / Service Definition</li> <li>Capabilities defined with PHM</li> </ul> </li> <li>Use Case Breakout: Building a Website and identifying capabilities</li> </ul>	<b>HW #1 Assigned</b>  Reading: Finish Barton  Senge, Part V (pg. 363-Finish)
4 (4/24)	<b>Theme 3: Building the Future State System</b> (week 4 deck) <ul style="list-style-type: none"> <li>Future state <ul style="list-style-type: none"> <li>Wiring Current to Future State</li> <li>Requirements Management &amp; Traceability</li> <li>Fit / Gap Analysis</li> <li>Roadmap of capabilities and delivering benefit</li> </ul> </li> <li>Use Case Breakout: Website capability decomposition</li> </ul>	<b>HW #1 due</b>  <b>Quiz #1</b>
5 (5/1)	<b>Midterm</b> Team midterm Multiple choice, 1 short answer prompts (similar to homework), and 1 long essay.	<b>Midterm Exam</b>
6 (5/8)	<b>Theme 4: Measure and Monitor the Future State</b> (week 6 deck) <ul style="list-style-type: none"> <li>Measurement - Future state <ul style="list-style-type: none"> <li>KPIs – Leading &amp; Lagging Indicators</li> <li>Balanced Scorecard</li> <li>DMAIC - Improve, Control</li> </ul> </li> <li>Operating Agreements &amp; Governance</li> <li>Homework 1 review</li> <li>Use Case Breakout: Open Enrollment Balanced Scorecard</li> </ul>	<b>HW #2 Assigned</b>
7 (5/15)	<b>Theme 5: The Art of the Operating Model</b> (week 8 deck) <ul style="list-style-type: none"> <li>Systems Thinking Unpacked</li> <li>OCM and adoption plan</li> <li>Force Field Analysis Exercise</li> <li>Crucial Conversations &amp; Executive storytelling</li> <li>Tieng it all together from Resistance to Adoption with deliberate intervention on priorities and outcomes</li> <li>Midterm review</li> <li>Use Case Breakout: Healthcare Technology Adoption</li> </ul>	<b>HW #2 due</b>
8 (5/22)	<b>Guest speaker: TBD</b> <b>Final Project Review</b>	
9 (5/29)	<b>No Class</b>	
10 (6/5)	<b>Final Projects</b>	