CIS 8010 PROCESS INNOVATION

Prerequisite:
The prerequisites for CIS 8010 as shown in the catalog are CSP: 1, 4, 5, 7. Instructor recommends the following course subjects Behavioral Science, MBA 8165 (or undergraduate equivalents), Accounting, MBA 8025 (or undergraduate equivalents) before taking this course, but these are not required.

Catalog Description:
This course examines the design of an organization’s structure and business processes. The course primarily focuses on the application of information technologies to transform organizations and improve performance, as well as innovations in business strategy. We will analyze various methods for introducing and implementing IT to enable successful organizational change and process improvement.

Objectives:
Upon completion of this course, students will be able to:
• Use information technology (IT) for redesigning business processes and organizations
• Evaluate problems in the planning and implementation of organizational change
• Assess the relationship of process reengineering to other initiatives to improve performance
• Evaluate a variety of approaches to using IT to improve organizational performance
• Understand the behavioral and political issues surrounding IT in organizational change.

Course Syllabus:
The full course syllabus will be available on ULearn. This brief mini-syllabus provides an overview of the course, readings, and grading criteria. Refer to ULearn for an updated syllabus and links to readings.

Evaluation:
Students will be evaluated on the following criteria. I will provide grade feedback via ULearn after Week 5, so that students are clear on points they earned with regard to Attendance and Participation:

| Attendance               | 20% |
| Class participation      | 15% |
| Course Exams             | 25% |
| Online biweekly quizzes   | 10% |
| Mini-case presentation    | 6%  |
| Other short in-class presentation | 4% |
| Group Project            | 20% |

Grading Scheme: Students earn final grades, based on total course points: A (95-100%), A– (90-94%), B+ (87-89%), B (84-86%), B– (80-83%), C+ (77-79%), C (74-76%), C– (70-73%), D (<70%).

Attendance and Participation. The course is designed using case discussions and in-class interactive exercises. Since these cannot succeed without students’ preparation and participation, it is critical for students to attend all class sessions. A key success factor for working in business (whether as a manager or an analyst) is the ability to communicate ideas clearly and succinctly. Students will have frequent opportunities to present in class; thus, an ability to speak English clearly and confidently is important to success. Moreover, since learning occurs through the exchange of ideas among students,
three missed classes is the upper limit of allowable absences to achieve a passing grade of “C” – unless a student makes specific arrangements and receives approval of the instructor early in the semester. If you have a personal or family emergency or urgent work travel that prevents you from attending a class, please tell the professor in advance – or as soon as possible. Attendance and participation count for over 30% of total points and will be recorded. Partial attendance points for excused absences may be possible.

**Exams.** There will be a series of online, biweekly quizzes to be administered using the quiz module in ULearn or other course management system. There will be a take-home exam scheduled after the midpoint of the semester, which includes a mix of case analyses and objective questions on assigned material.

**Final Project.** The final project requires analysis of a company’s process innovation, using concepts and methods from the course. Group projects will be conducted in teams (to be created approximately mid-semester, in March). Projects should follow the format described in a subsequent course handout.

**Course Materials.**


Optional textbook: *Faster, Better, Cheaper* (December 2010) by Michael Hammer & Lisa Hershman

Students should have the required text by the first class, since we will cover it quickly during the first month of class. We will use ULearn as for distribution of materials, and for online quizzes and exams. I will also use ULearn to share all readings that I am permitted to distribute for free. For Harvard cases and other business school cases (which I can not distribute for free), I will create an online course packet that will be available after February 1st on a password-protected, online course readings website.

**Outline of session topics and weekly readings (see ULearn for any updates)**

**Class 1. Introduction to Course**
- In-class introductions: professor and students – “Why are we here?”
- Hammer & Champy, *Introduction or Prologue* (different titles in various editions)
- In-class article: “Adaptability: The New Competitive Advantage,” *HBR*, 2011

**Class 2. What Is Business Process Reengineering? How and Why Did It Get Started?**
- More in-class student introductions – “A valuable job or internship experience”
- Hammer & Champy, Ch. 1 “The Crisis that Will Not Go Away” (24 pp.)
- Hammer & Champy, Ch. 2 “Reengineering: The Path to Change” (20 pp.)
- Hammer & Champy, Ch. 3 “Rethinking Business Processes” (15 pp.)

**Class 3. Evaluating the Success of a Business Process Reengineering initiative**
- Complete Quiz A before class this week
- Hammer & Champy, Ch. 4 “The New World of Work” (18 pp.)
- Hammer & Champy, Ch. 5 “The Enabling Role of IT” (18 pp.)
- Pacific Bell: Centrex Reengineering (Harvard case study, in XanEdu packet)
Class 4. **Why Do Some IT Change Management Projects Yield More Success?**
- Bashein, Markus & Riley “Pre-conditions for BPR Success,” *IS Management*.
- Hammer & Champy, Ch. 6 “Who Will Reengineer?” (15 pp.)
- Hammer & Champy, Ch. 7 “Hunt for Reengineering Opportunities?” (17 pp.)

Class 5. **Why Do Some IT Change Management Projects Yield More Success?**
- Complete Quiz B before class this week
- Hammer & Champy, Ch. 8 “The Experience of Process Redesign” (15 pp. approx.)
- Hammer & Champy, Ch. 9 “Embarking on Reengineering” (11 pp. approx.)

Class 6. **Examples of Technology that Compel Innovation: Collaboration Technology**
- Hammer & Champy, Ch. 13 “Succeeding at Reengineering” (13 pp. approx.)
- Clark, Cavanaugh, Brown & Samba, “Building Change-readiness Capabilities in the IS Organization: Insights from Bell Atlantic Experience,” *MIS Quarterly*
- Present and discuss one of the following case studies or articles:
  - Gallivan, "Importance of Organizational Culture Fit: Technology Implementation Success Story," *Failure & Lessons Learned in IT Management* (1st paper)

Class 7. **Examples of Technology that Compel Innovation: Enterprise Systems**
- Present and discuss one of the following case studies or articles:
  - “Managing Risks in Enterprise Systems Implementations” (drug wholesaler)

Class 8. **Examples of Technology that Compel Process Innovation: ERP (continued)**
- Complete Quiz C before class this week
- Present and discuss one of the following case studies or articles:
  - “Managing ERP Implementation Failure” (Hong Kong case study)
  - “Keda’s SAP Implementation,” (Univ. of W. Ontario, Canada, case study)

**Take-home exam part due before class this week – ULearn portion will be in a PC-lab classroom**

Class 9. **Implementing Enterprise Systems in non-Western Cultures (China, Spain, etc.)**
- Present and discuss one of the following case studies:
  - “SAP: Establishing a Research Centre in China,” Univ. of Hong Kong, 2009.

Class 10. **Online Portion of Midterm Exam**
- Discuss Final Project and finalize group project teams (4-5 students)
Class 11. Open Innovation as a Process Innovation (incl. Open Source development)
- Scheduled Guest Speaker
- Case of open innovation in perfumes industry (Bush Boake Allen).

Class 12. Challenges of Incorporating Open Innovation into Product Development
- Complete Quiz D before class this week
- “Role of Technology in Shift to Open Innovation: The Case of Procter & Gamble”

Class 13. Introduction to Green IT and IS – “Greening” Business Processes
- Why Sustainability is the Key Driver of Innovation,” Harvard Business Rev., 2009.

Class 14. Challenges in Introducing Green processes in Organizations
- Complete Quiz E before class this week
- “Green Projects: Information Drives Analysis of 4 Cases,” J. Strategic Info Systems