COURSE OBJECTIVES
The challenges confronting firms competing in today's dynamic environment demand a multi-
disciplinary focus. As technology becomes more integrated into business processes, managers
and leaders alike must be able to understand and communicate the enabling potential of these
tools across the supply chain. In fact more than three quarters of North American executives say
that the Internet and allied technologies have fundamentally changed the way companies do
business and hence there is a need to prepare future managers and entrepreneurs to face the
challenge of aligning technology, operations, and strategy. As we prepare students who seek to
understand and face these challenges, this course integrates the fundamental principles of
information systems and operations management to cover the multiple activities comprising a firm’s
operating core and its supply chain.

We also explore how a firm’s traditional operations strategies and supporting business processes
have evolved to incorporate its supplier/business partner strategies and customer requirements.
We take the view that these are general management responsibilities that cannot be delegated to
an IT department, supply chain consultants, or software vendors. Through cases and discussions,
the course will provide frameworks to help managers identify the critical aspects of technology and
process implementations and formulate appropriate strategies.

Being a core course, it is designed to be broad and expansive, providing students with an overview
and key principles of the various topics. Follow-on electives from the ISOM area will build heavily
on the topics introduced in this course.

COURSE FORMAT AND EVALUATION

Class participation: 15%
Group Case analysis: 35%
Final: 50%
The required materials comprise cases and readings. Along with all cases, you will need to purchase readings associated with the Harvard Business School from Study.Net (www.study.net). The remaining course readings (if any) will be available to you through Blackboard.

**CLASS PARTICIPATION**

Class participation augments the overall learning experience, and you will be evaluated on your participation. We will rely heavily on cases and class discussions based on assigned readings as the primary vehicle for learning. It is your responsibility to carefully prepare for every case, read the assigned background materials, and be ready to lead and actively participate in the discussions. I will also cold call, especially individuals from whom the class has not heard from in a while. Some criteria for assessing effective class participation are:

- Do the comments help other students learn? Are points that are made relevant to the discussion and linked to the comments of others?
- Is there a willingness to test new ideas, or are all comments “safe?” (e.g., repetition of case facts without analysis or conclusions). It is more important that your comments are backed by good reasoning and analysis rather than it being the “right” answer.

You may also be asked to assess the class participation of your colleagues. The above criteria should be used as the basis for your assessment. Additionally, your participation score will suffer if you miss class.

Participation in the class can also be augmented via discussions on the Blackboard. When done well, these forums can be highly value-adding. The challenge is to learn how to contribute course-related, value-adding insights and ideas to an electronic discussion. Some examples include asking or answering meaningful (topic-related) questions; summarizing, analyzing, and citing an article from the popular press; posting follow-up questions or ideas after a case has been discussed. Value-adding postings will contain descriptive subject lines, proper categorization, and complete thoughts or questions. As with verbal participation, quality is more important than quantity.

**Group Case Analysis Due Date:**  
Monday, November 24th 1:00pm (assigned on Wednesday, November 19th)

**Final Exam Date:**  
Monday, December (9:00-11:00pm)
# BUS 551 (Fall 2014) Schedule Summary

**Section 00C:** 8:00am – 9:30am  
**Section 00A:** 9:45am – 11:15am  
**Section 00B:** 1:00pm – 2:30pm

<table>
<thead>
<tr>
<th>No.</th>
<th>Date (Day)</th>
<th>Readings</th>
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| 1   | Nov 3 (M)  | Read:  
| 2   | Nov 5 (W)  | Read:  
Prepare:  
• The IT System that Couldn’t Deliver, *Harvard Business School* case by Byron Reimus |
| 3   | Nov 11 (Tu)  | **NOTE:** Class on Nov 10 will be held on Nov 11 at the scheduled time for Management Practice (500C). Times: 9:45 – 11:15, 1:00 – 2:30, 2:45 – 4:15 in Room 204  
Read:  
Prepare:  
• Fresh Connections, *Harvard Business School* case by Jonathon West |
| 4   | Nov 12 (W)  | Read:  
Prepare:  
• Kristen’s Cookie Company (A), *Harvard Business School* case by Roger Bohn, K. Somers and G. Greenberg |
| 5   | Nov 17 (M)  | Read:  
| 6   | Nov 19 (W)  | **GROUP CASE ANALYSIS ASSIGNED** |
| 7   | Nov 19 (W)  | **THE BEER GAME** |
| 8   | Nov 21 (F)  | Time option #1 08:00 a.m. to 11:00 a.m. Room 208  
Time option #2 11:00 a.m. to 02:00 p.m. Room 208  
Time option #3 02:00 p.m. to 05:00 p.m. Room 208 |
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<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>Nov 24 (M)</td>
<td>Nov 24 (M) 1:00pm</td>
<td>Group CASE ANALYSIS DUE</td>
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<td>Nov 24 (M)</td>
<td>Nov 27</td>
<td>NO CLASS THANKSGIVING BREAK</td>
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<tr>
<td>Dec 1 (M)</td>
<td>Dec 1 (M)</td>
<td>INTRO TO MARKET-LEVEL ISSUES</td>
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<td>• Readings and case will be assigned later in the semester</td>
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<td>Dec 7 (Sun)</td>
<td>Dec 7 (Sun)</td>
<td>Exam Q&amp;A session</td>
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<td>5:00-6:00pm</td>
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<td>11</td>
<td>Dec 8 (M)</td>
<td>EXAM (9:00-11:00am)</td>
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<td>Section 00A Room 201</td>
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<td>Section 00B Room 204</td>
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<td>Section 00C Room 231</td>
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<td>(additional 130, W330)</td>
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INTRODUCTION TO PROCESS & SYSTEMS MANAGEMENT

We examine issues pertaining to the alignment of technology and operations in the delivery of the strategy, and the serious negative consequences of “disconnects” in strategy, technology, and operations.

11/3, Session #1

Read

11/5, Session #2

Read

Prepare
- The IT System that Couldn’t Deliver, Harvard Business School case by Byron Reimus

Discussion Questions
- Consider the case from the perspective of Sullivan: what has she done wrong? What has she done right? What should she do in the upcoming meeting with Fontana and Bennett?
- Consider this case from the perspective of Fontana: what is the CFO’s role in managing technology at Lenox?
- Consider this case from the perspective of Bennett: what is the CEO’s role in managing technology at Lenox?
OPERATIONS STRATEGY

We discuss the alignment of operating processes, priorities, and practices to support unique and valuable positions rooted in systems of activities that are difficult to imitate. We use the Fresh Connections case to illustrate the concept of a “systems approach” and to explore a range of operational designs necessary to develop distinct operating capabilities that support business strategies.

11/11, Session #3 and 11/12, Session #4
NOTE: Session #3 is on a Tuesday (swapped with MP)

Read

Prepare
• Fresh Connections, Harvard Business School case by Jonathon West

Discussion Questions
• What are the most important operating and strategic issues facing Fresh Connections?
• Which segments(s) of the prepared foods business do you think is most attractive for Fresh Connections?
• What choices must Fresh Connections make in developing an operations strategy?
• What is the effect of complexity on Fresh Connections’ operations?
• How will growth impact Fresh Connections’ operations?
• What capabilities should Fresh Connections emphasize in its strategy?
PROCESS ANALYSIS AND IMPROVEMENT

Whether you are involved with completing a securities transaction or scheduling an IT implementation project, the activities required form a process that can be analyzed. We will review the basic elements of work processes, including capacity, throughput, and bottlenecks, and discuss how processes can be strategically managed.

11/17, Session #5

Read

Prepare
- Kristen’s Cookie Company (A), Harvard Business School case by Roger Bohn, K. Somers and G. Greenberg

Discussion Questions
- How long will it take you to fill a rush order?
- How many orders can you fill in a night, assuming you are open for four hours each night?
- Because your baking trays can hold exactly one dozen cookies, you will produce and sell cookies by the dozen. Should you give any discount for people who order two dozen cookies, three dozen cookies, or more? If so, how much? Will it take you any longer to fill a two-dozen cookie order than a one-dozen cookie order?
- How many food processors and baking trays will you need?
- Are there any changes you can make in your production plans that will allow you to make better cookies or more cookies in less time or at lower cost?

11/19, Session #6

Read
SUPPLY CHAIN MANAGEMENT

We discuss issues related to the design and management of integrated supply chain systems including topics such as vendor managed inventory, information coordination, and performance assessment.

11/21, Session #7 & #8 combined
Note: This is a Friday and the class is for 3hrs

The Beer Game

You will have the opportunity to participate in a supply chain exercise called “The Beer Game.” A four-link serial supply chain is simulated in which information regarding demand is exchanged between supply chain partners solely based on ordering information. The objective in this simulation, as in real life, is to make ordering decisions in the face of uncertainty about what the demand will actually be. Thus, please don’t discuss this game with others who have played the game until after you have completed the exercise.

MANAGING THE SUPPLY CHAIN

11/24, Session #9

Read

Prepare
• Barilla SpA (A), Harvard Business School case by Janice H. Hammond

Discussion Questions
• Diagnose the underlying causes of the difficulties that the JITD program was created to solve. What are the benefits and drawbacks of this program?
• What conflicts or barriers internal to Barilla does the JITD program create? What causes these conflicts? As Giorgio Maggiali, how would you deal with these?
• As one of Barilla’s customers, what would your response to JITD be? Why?
• In the environment in which Barilla operated in 1990, do you believe JITD (or a similar kind of program) would be feasible? Effective? If so, which customers would you target next?
• How would you convince them that the JITD program was worth trying? If not, what alternatives would you suggest to combat some of the difficulties that Barilla’s operating system faces?
INTRODUCTION TO MARKET-LEVEL ISSUES

12/1, Session #10

Read
• TBA

FINAL EXAM

12/8
9:00 – 11:00am