Krannert School of Management  
MGMT685-0101: Enterprise Integration

**Course Information**

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<th>Title</th>
<th>Enterprise Integration</th>
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<tr>
<td>Semester</td>
<td>Spring 2005 Weeks 1-8</td>
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<td>Number</td>
<td>MGMT685-0101</td>
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<td>Credits</td>
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<td>Area</td>
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<td>Times</td>
<td>Lecture: MW 8:00-9:30 in RAWL 2058</td>
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**Course Professors & Admins**

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<thead>
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**Course Description**

In an increasingly competitive global world, businesses must transform themselves to be more productive, to gather and store customer and competitive information and to capture the “tacit” knowledge that employees hold in their heads. Large software packages such as SAP, Lawson, Peoplesoft, Siebel, and Oracle tout the potential to transform operations, supply chains, and customer relationships. A successful implementation of one of these packages can provide new or better information to an organization's decision makers, and enable global manufacturing and distribution processes. On the other hand, the critical path to business success is not the technology itself, but changing the business process and the work supported by the technology. Botched implementations can stymie product and service deliveries and prove extremely costly in at least the short term.

Firms are transforming their entire supply chain. At one end of the supply chain, companies like GE and automobile manufacturers are demanding that all their suppliers interact through the Internet. On the other end, both Internet start-up companies and more established brick-and-mortar firms are enabling customers around the world to buy from them through the Internet. Increasingly, firms are enabling customers to look into their internal systems to assess when orders will be delivered.

The purpose of this course is to provide students with a view of IT-enabled transformation and the strategic issues in the management of IT. The course will deal with the new technology, the new applications, the issues of implementation, the changes in industries and companies, and the strategic management of IT. There will be several case discussions of issues to be decided by senior management, with students taking on the position of executives and consultants. There will also be frameworks presented and used to position all material covered in the course. Students will gain a perspective of the strategic role of and issues in managing IT as manifested in e-business applications, as a driver and enabler of business transformation, and as an underlying infrastructure resource for all businesses.
Policies and Requirements

**Course Objectives:**
This course will cover, in depth, several elements of a modern enterprise level system. Upon successful completion of the course, students will:

- Understand the scope of ERP systems and corporate motivation for implementing ERP
- Appreciate the challenges associated with implementing such large-scale systems and the dramatic impact these systems have on key business processes
- Learn how to develop work plans for an ERP implementation
- Gain an understanding of process integration inherent in ERP
- Gain an understanding of issues related to “securing an enterprise”
- Get a sense of the key, possibly high impact, emerging technologies

**Methodology**
Most class sessions will involve lecture, presentations, and extensive discussion of ERP systems based on content contained in readings and cases. Students will be expected to make substantial contributions to the learning process through participation in class discussion.

**Assignments**
The assignments are designed to familiarize students with the major challenges involved in specifying, selecting and implementing ERP. Reading assignments and written assignments are assigned for each class. Reading assignments must be completed before each class. This will facilitate your participation in the class discussion. Written assignments include three case write-ups and one term paper. Students, in teams of three, will be responsible for all written assignments.

**Case Write up:** The case write up should be 5-7 double spaced pages. You should specifically address **ALL** the questions mentioned in the syllabus. It is important that you understand the key issues in the case and present a critical analysis of the key decisions made.

**Term paper topic:  Securing the Enterprise**
Within the theme of “Securing the Enterprise” you can pick any topic to write a term paper on. The key requirement of the term paper is that the solution should have a significant **IT component**. Other requirements are:

1. Pick a firm of your choice and describe what security problem you are trying to address.
2. Why is this problem important?
3. How would you characterize the vulnerabilities associated with your problem domain?
4. How likely are these situations to occur or vulnerabilities to be exploited?
5. Which industries are more vulnerable?
6. What aspects of an enterprise may be exposed to these risks?
7. Develop a contingency plan for the firm. How will you implement your plan? Why do you think it will work? What are the limitations of your plan?
8. What lessons did you learn from the Food Bio Security Exercise?
9. Based on your experience with Food Bio Security exercise, what changes in your
contingency plan will you make?

**Format:** The length of the paper should be 12-15 double-spaced pages, inclusive of all figures, tables, and charts. The paper should consist of an Introduction, **NINE** sections (a section corresponding to each the questions above), and a conclusion. All sources must be properly cited in the paper. References DONOT count toward the page limit.

**Grading**

**Project Grading for Late Submissions:** one week late (10% loss), thereafter (100%) loss.

**Grading Policy:** Final grades will be based on the following weighted-rating scheme:

- Individual Class Participation 25%
- Team Term Paper 30%
- Team Case Write ups 45%

Each member’s individual grade will be pro-rated based on peer evaluation.

- A: completely addresses all aspects of the assignment, well written, demonstrates a clear understanding of the concepts and applies them correctly (95%)
- B+: Addresses most aspects of the assignment, well written, demonstrates a good understanding of the concepts and applies them with only minor errors (90%)
- B: One significant problem, but it is clear you understand the concepts (85%)
- C and below- Multiple significant problems, showing little if any understanding of the concepts.

**Student Responsibilities**

This class requires a consistent and substantial week-to-week commitment on the part of the student. Students are expected to complete reading assignments prior to class and to participate actively in class discussion. Written assignments are due in class on the specified due date.

Class participation is measured by your active involvement in discussion of the cases and readings. Your physical presence is necessary but by no means sufficient for class participation. The classroom experience will be valuable for all of us only if we all commit to taking an active role. Your participation will be graded as following:

- Attendance: 1 point
- Participation: 1 point
- Quality of participation: 1 point

**Academic Integrity**

**Academic Integrity Policy:** In accordance with The Purdue University’s Academic Regulations, cheating in any form will not be tolerated. This includes plagiarism or receiving inappropriate assistance on examinations and/or assignments. Cheating is an extremely serious academic offense. Allegations of cheating will be referred to the Dean of the Krannert Graduate School for appropriate action.

**Text Books, Cases, and Readings**

| Title: | Management 685 Case Packet |
Course Events

Monday: Jan, 10
Class Topic: Session 1.1: Introduction
Assignments: (1) IT doesn’t matter
   • Why does the author make this claim?
   • What are his assumptions?
   • Do you agree with his assumptions? Why or why not?
   • Do you agree with his thesis? Why or why not?
   • Do you have an alternative thesis?

Wednesday: Jan, 12
Class Topic: Session 1.2: IT Issues and Strategies
Assignments: (2) Getting IT right
   • What does “getting IT right” mean?
   • Is it possible?
   • How will you do that?
   • What are the challenges?
   • How will you overcome them?
(3) Six decisions your IT people shouldn’t make
   • Do you agree with the authors?
   • Are these classifications appropriate? Accurate? Reasonable? Differentiable?
   • What decisions should the IT people make?

Monday: Jan, 17
Class Topic: Session 2.1: Holiday
Description: Martin Luther King Day

Wednesday: Jan, 19
Class Topic: Session 2.2: NO CLASS
Description: Time exchanged for a 3-hour session in Week 7.

Monday: Jan, 24
Class Topic: Session 3.1: Introduction to ERP System
Assignments: (4) Putting the Enterprise into the enterprise system
(5) Managing Performance

Case: Cisco Systems, Inc.: Implementing ERP
(1) What factors had made the difference between the success and failure of the Cisco ERP project?
(2) Where had the ERP team been “smart”?
(3) Where had the ERP team been plain lucky?
(4) Do you think that the Cisco team could do such a project again if they had to? Why? Or Why not?
(5) How important is the ERP to the total IT architecture? Do you see the ERP component as something that will be undertaken by some, most, or all companies as they build their information age IT architectures?
(6) Evaluate the performance of the actors in the case.
(7) If you were the project manager, what would you have done differently?
(8) List and explain which concepts covered in class were used to analyze the case.

**CASE WRITE UP (1) DUE (15% of the Grade)**

**Wednesday: Jan, 26**

**Class Topic:** Session 3.2: ERP Project management

**Assignments:**
(6) Timberjack Parts: Packaged Software Selection Project
(7) Turning around IT projects

Lecture

**Monday: Jan, 31**

**Class Topic:** Session 4.1

**Assignments:**

**Case: Cisco Systems: Web-enabled**

(1) Cisco is frequently cited as Information Age Company in contrast to an Industrial Age company. In your opinion, what are the key factors that differentiate Cisco as Information Age Company?
(2) To what extent does information technology (IT) contribute to the Cisco strategy? Does it matter?
(3) What is the role of Cisco’s strategic I-Net? Does it matter? Why? Why not?
(4) What are the essential components of a strategic I-Net?
(5) How would you characterize the role of Pete Solvik as CIO?
(6) If you were in Pete Solvik’s place, what decisions you will keep and what will you change? (Of course, you can use your 20-20 hind sight).
(7) Evaluate the performance of the actors in the case.
(8) List and explain which concepts covered in class were used to analyze the case.

**CASE WRITE UP (2) DUE (15% of the Grade)**
Wednesday: Feb, 02
Class Topic: Session 4.2: Globalization Issues
Assignments:
(8) Managing information for globalization
(9) Instant messaging

Monday: Feb, 7
Class Topic: Session 5.1:
Assignments:
(10) Strategy and the Internet
(11) Real New Economy

Case: Cisco Systems: Building Leading Internet Capabilities

(1) What is your assessment of Cisco’s “Internet Capabilities” Strategy? Do you think that this strategy has the same potential for realizing Internet benefits that their original ERP/Web enablement strategy did that we studied in earlier Cisco cases?
(2) Evaluate the Cisco Internet Capabilities approach and methodology. What are the main strengths? Weaknesses?
(3) As John Chambers states, Cisco has incurred a real setback from its recent layoffs. Do you think the Cisco’s Internet capabilities strategy makes good business sense in respect to the realities of their current layoffs and the existing economic environment? Why? Why not?
(4) As the executive responsible for spearheading Cisco’s Internet Capabilities strategy, what advice would you give to Pete Solvik?
(5) If you traveled back in time, what advice would you give to Pete Solvik?
(6) List and explain which concepts covered in class were used to analyze the case.

CASE WRITE UP (3) DUE (15% of the Grade)

Wednesday: Feb, 9
Class Topic: Session 5.2: Enterprise Application Integration
Assignments:
(12) Slingshot Technologies

Monday: Feb, 14
Class Topic: Session 6.1: Supply Chain
Assignments:
(13) Leading a Supply Chain Turnaround

Wednesday: Feb, 16
Class Topic: Session 6.2: Emerging Technologies
Assignments: (14) On Demand Computing  
(15) Neverfail Computing

Monday: Feb. 21
Class Topic: Session 7.1 (*3 hour evening session in the Envision Center*)
Assignments:

Wednesday: Feb. 23
Class Topic: Session 7.2
Assignments: *TERM PAPER DUE (30% of the Grade)*