

MANAGEMENT OF DIGITAL BUSINESS AND INFORMATION TECHNOLOGY

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Number of ECTS credits : 4

Course responsible : CURRIE Wendy Lynn

Teachers : CURRIE Wendy Lynn

≡ COURSE DESCRIPTION

This introductory module explores five decades of business computing. It tracks the development of the mainframe computer in the 1960s/1970s, through to the personal computer (1980s) and to the Internet (1990s) and beyond. It considers how digital technologies are disrupting existing business models. This module aims to give participants an appreciation of the changing nature of business technology and how governments, industries and organizations need to respond.

≡ COURSE OBJECTIVES

Define the four 'Eras' of Business computing
Analyse how IT change has created new challenges for managers
Evaluate how information systems can be used strategically by organizations
Understand the importance of governance and compliance in IT
Evaluate opportunities and threats from emerging technologies
Influence IT stakeholders
Lead strategic IT change

≡ LEARNING GOALS

≡ TACKLED CONCEPTS

Mainframe Computing
Mini Computing
Personal Computers
The Internet
Cloud computing
Software-as-a-service
Governance and compliance
Strategic Planning and IT
Global ICT Outsourcing
IT Evaluation and Audit

≡ LEARNING METHODS

Lectures, case studies, videos, teamworking, exercises and assignments

≡ ASSIGNMENTS

Students will work individually and in teams. They will be assigned case studies and prepare team presentations for class discussion. Students will be given a range of case studies where they will develop analytical skills for understanding complex business and IT issues. Students are expected not simply to describe the material in the case studies, but to analyse and present recommendations to the class. All students are expected to participate in these sessions.

≡ BIBLIOGRAPHY

≡ EVALUATION METHODS

40 % : Final exam Foundations of IST Topics

60 % : Presentations and on-line submissions FIST

≡ SESSIONS

1

Introduction to MDBIT - Four Eras of business Computing

LECTURE : 03h00

2 **From the dot.com boom to Cloud Computing**

LECTURE : 03h00

3 **Models and Frameworks**

LECTURE : 03h00

4 **Strategic Planning for IS/IT**

LECTURE : 03h00

5 **Competitive Advantage**

LECTURE : 03h00

6 **On line**

LECTURE : 03h00

7 **Strategy and the Internet**

LECTURE : 03h00

8 **Does IT Matter ?**

LECTURE : 03h00

9 **On line**

LECTURE : 03h00

10 **Team Presentations**

LECTURE : 03h00

Number of ECTS credits : 4

Course responsible : CURRIE Wendy Lynn

Teachers : CURRIE Wendy Lynn , WILLCOCKS Leslie

≡ COURSE DESCRIPTION

This Module examines the theoretical and practical issues within the IT and management consulting industry. It demonstrates how the fast-moving world of information and communications technology (ICT) creates ongoing challenges for 'C' Level management (e.g. Chief Information Officers). It considers the relationship between business models and IT in achieving corporate objectives, and the role of the IT consultant in this process.

≡ COURSE OBJECTIVES

Identify and define consulting 'problem'
Decide appropriate methods and tools used for analysis
Organise and divide team roles and responsibilities
Implement academic and professional knowledge
Influence stakeholders
Recommend consulting solutions to the client

≡ LEARNING GOALS

≡ TACKLED CONCEPTS

'C' Level interaction across business functions and with external suppliers
Senior Relationship Management
Cloud Computing
Mobile Health
Financial Services Regulation
Electronic Health
Governance, Risk and Compliance
Best practice
IT Evaluation
IT Audit

≡ LEARNING METHODS

Lectures, case studies, interactive games and exercises

≡ ASSIGNMENTS

Students will work individually and in teams. They will be assigned case studies and prepare team presentations for class discussion. Students are expected to present their recommendations in a simulated management and IT consultancy environment, where presentation skills are equally important as the content of the presentation. Students are expected not simply to describe the material in the case studies, but to analyse and present recommendations to the class. All students are expected to participate in these sessions.

≡ BIBLIOGRAPHY

≡ EVALUATION METHODS

40 % : Final exam Consulting in Strategic Management of IT
60 % : Presentations and on-line submissions CISM

≡ SESSIONS

1**The International Information Systems Consulting Industry**LECTURE : 03h00

2	Guest Speaker – Charles Mahe LECTURE : 03h00
3	Changing Business Models in Information Technology and Consulting LECTURE : 03h00
4	Developing a Consulting Project LECTURE : 03h00
5	Work on Consultancy Project LECTURE : 03h00 On line
6	Consulting in the Commercial Sector: Financial Services – Jonathan Seddon LECTURE : 03h00
7	Work on Consultancy Project LECTURE : 03h00 On line
8	Consulting in the Not-for-Profit Sector: Public Health LECTURE : 03h00
9	Healthcare: The Regulatory Framework LECTURE : 03h00
10	Team Consultancy Project Reports LECTURE : 03h00

Number of ECTS credits : 4

Course responsible : SEDDON Jonathan

Teachers : CURRIE Wendy Lynn , MAHE Charles-Yves , SEDDON Jonathan

≡ COURSE DESCRIPTION

The recent move from being “technology-focused” to a “strategic business-focus” drives organizational transformations. Participants should gain understanding of the dynamics between IS strategy, Business strategy and Organizational processes. Planning for design, development and implementation of Information Systems today, will hence require to consider the digital nature of the business. This module will address how IS Strategy and Planning has moved from being “cost-focused” (intra-organizational view) to being a “value-added-activity” (inter-organizational view). Concepts like value chain, strategic alignment and organizational transformations are being critically analyzed in order to assess the contemporary firm’s capabilities and challenges.

≡ COURSE OBJECTIVES

Define IS/IT strategy
Analyze competitive advantages of IS/IT
Identify organizational and technological capabilities
Define and propose strategic choices
Decide and plan for Strategic Information Systems (SIS)

≡ LEARNING GOALS

≡ TACKLED CONCEPTS

IS/IT strategy
IS/IT and Business Strategy
Strategic IS/IT planning
Organizational and Technological capabilities
Exploitation Vs Exploration strategies
Institutionalization of IS/IT
Organizational transformation (OT)
Strategic Information Systems Planning Methodology

≡ LEARNING METHODS

Blended learning approach. In-class sessions will mix lecture, and case study teamwork. On-line sessions will require participants to work individually, analyze content and build problem-solving skills.

≡ ASSIGNMENTS

Each on-line session is an opportunity to learn more, to discuss specific themes and questions, as well as propose a solution framework for a given context. Participants contributions are being evaluated.

≡ BIBLIOGRAPHY

≡ EVALUATION METHODS

40 % : Final exam Information Systems Strategy and Planning topics, plus quantitative statistics
60 % : Group presentations on RFI and on-line submissions of RFI strategy. Management roadmap

≡ SESSIONS

1 Introduction: What is IS/IT strategy ? LECTURE : 03h00

2

Industry impact of IS/IT strategy

LECTURE : 03h00

3

Strategic alignment models: benefits and limits

LECTURE : 03h00

4

Exploitation vs exploration strategies

LECTURE : 03h00

5

Design and develop a Strategic Information System (SIS)

LECTURE : 03h00

6

Assess organizational and technological capabilities

LECTURE : 03h00

On line

7

Paradoxal effects of business routines and strategic awareness

LECTURE : 03h00

8

Organizational transformation

LECTURE : 03h00

9

Strategic Information Systems Planning Methodologies

LECTURE : 03h00

10

Conclusion: A roadmap for assessing and developing a SIS

LECTURE : 03h00

Number of ECTS credits : 4**Course responsible :** SEDDON Jonathan**Teachers :** ALBOUY Carole , COMMUNIER Karine , RAFIN Olivier , THEBAULT Mathilde

≡ COURSE DESCRIPTION

This module aim to provide an overview of enterprise software solutions (ERP, CRM, SRM, SCM...), and typical Enterprise Architectures (centralized Vs decentralized, Service-Oriented-Architectures, Software-As-A-Service...). Participants should gain understanding of the contextual conditions under which each solution would be appropriate, as well as the technological enterprise architecture that could enable effective and efficient adoption and use. This module is an opportunity for the participants to meet with key actors in the IS/IT business (software editors, integrators, business consultants and solution architects). The overall objective is to develop functional analytical skills, but participants will also be given some hands-on experience, as well as an introduction to both pre-sales and post-sales consultants' role and responsibilities.

≡ COURSE OBJECTIVES

Analyse business and industry context. Understand business needs and identify appropriate applications. Develop functional analyst competencies (interface role between technology and business). Develop technical skills (IT lab) and soft skills necessary in the sales cycle (Proof-of-Concept – PoC).

≡ LEARNING GOALS

≡ TACKLED CONCEPTS

Business Information Systems
Enterprise Architectures
Vertical solutions (industry templates)
ERP/MRP/SCM/CRM/SRM
Modelization and configuration
Proof-of-concept (IS prototype)

≡ LEARNING METHODS

Lectures, professional return on experience (ROX) and hands-on exercises (lab sessions).

≡ ASSIGNMENTS

Participants will work in a project team, simulating the “proof-of-concept” phase of an ERP solution. Teams are required to present their work and run a demonstration of their prototype at the last session.

≡ BIBLIOGRAPHY

≡ EVALUATION METHODS

100 % : Sage Adonix/Excel

≡ SESSIONS

1**Introduction: Global footprint - Business Information Systems overview**LECTURE : 03h00

2**Enterprise architectures and vertical solutions**LECTURE : 03h00

Testimony: Pre-Sales Business development Manager (SAP)

3

Middle market vertical solution

LECTURE : 03h00

Testimony: Enterprise Architect (Microsoft)

4

Testimony: Director e-business projects/ Solution Architect (Oracle)

LECTURE : 03h00

5

ERP hands-on 1/4 – introduction to modeling

LECTURE : 03h00

6

ERP hands-on 2/4 – configuration basics

LECTURE : 03h00

7

ERP hands-on 3/4 – configuration advanced

LECTURE : 03h00

8

ERP hands-on 4/4- configuration advanced

LECTURE : 03h00

9

Testimony: Post-Sales Consultant (Responsibilities, challenges, project experiences...)

LECTURE : 03h00

10

Proof-of-concept

LECTURE : 03h00

Number of ECTS credits : 4

Course responsible : SEDDON Jonathan

Teachers : CURRIE Wendy Lynn , SEDDON Jonathan

≡ COURSE DESCRIPTION

Organizations are challenged by high-velocity markets, evolving customer demand and expectations, globalized competition, and hence an on-going need for revising their Business models. This module will focus on how different business models will require different approaches of managing the global IS solution. A business model is not the strategy of the company, but should rather support the strategy. This module will introduce participants to a theoretical framework, permitting to define and develop business models. Illustrations, through the usage of case studies and professional return on experience, will then help participants to analyze different business models that have been successful in driving and creating corporate value, stakeholders commitment, and customer satisfaction, through an efficient Management of Information Systems (MIS). Thus, the core question is rather how MIS can be leveraged in different business models in order to ensure both value creation and sustainability.

≡ COURSE OBJECTIVES

Define a business model
Analyze value propositions/ value chains
Design transactional distribution channels (information flows)
Evaluate high-velocity business models in web 2.0 environment

≡ LEARNING GOALS

≡ TACKLED CONCEPTS

Business models
Strategic choices
Value creation
Value Chain/network
Processes/activities
Information flows

≡ LEARNING METHODS

Lectures, case studies, professional return on experiences (ROX)

≡ ASSIGNMENTS

Participants will work in teams on different case studies (session 1, 2, 4, 5, 7). Each session will conclude with a team presentation that will be assessed.

≡ BIBLIOGRAPHY

≡ EVALUATION METHODS

60 % : Group presentations on financial models and on analysis of secondary sourced data. Osterwalder canvas
40 % : Final exam Business Models and IT topics

≡ SESSIONS

1 Introduction: Defining a business model LECTURE : 03h00

2 Business models and IT/IS alignment LECTURE : 03h00

3**Business models and value creation: ROX (TBD)**LECTURE : 03h00

4**Business models and web 2.0**LECTURE : 03h00

5**Business-to-Business models: virtual supply chains**LECTURE : 03h00

6**Business-to-Business models: ROX B2B (TBD)**LECTURE : 03h00

7**Business-to-Consumer models : transactional distribution channels**LECTURE : 03h00

8**Business-to-Consumer models: ROX B2C (TBD)**LECTURE : 03h00

9**Business models evaluation: ROX Digital strategy and CRM (TBD)**LECTURE : 03h00

10**Conclusion: A roadmap for IT/IS as a sustainable competitive advantage**LECTURE : 03h00

Number of ECTS credits : 4

Course responsible : SEDDON Jonathan

Teachers : BANAHAHAN Eoin

≡ COURSE DESCRIPTION

This Module examines the theory and practice of business transformation and change. It considers current perspectives and classic ideas from academia and practice. It considers how industries, market, management practices and capabilities and skills have changed, using case studies across a range of commercial and not-for-profit sectors. It analyses the societal, market and technical conditions which lead to managing change in organizations. It considers the reasons underpinning disruptive change and how firms need to develop balanced teams of skills and expertise for program and project management.

≡ COURSE OBJECTIVES

Use appropriate tools in decisions making
Assess risks and implication of decisions
Define and propose strategic choices
Implement academic and professional knowledge
Influence stakeholders
Bring change and innovation within the company

≡ LEARNING GOALS

≡ TACKLED CONCEPTS

Tactical and strategic change
Culture change
Decision making
Diagnosing change
Dialectical Models
Enquiry action framework
Evolutionary change
Incremental change
Metaphorical analysis
Stakeholder analysis
Stakeholder mapping
Structural change

≡ LEARNING METHODS

Lectures, case studies, videos, teamworking, exercises and assignments

≡ ASSIGNMENTS

Students will work individually and in teams. They will be assigned case studies and prepare team presentations for class discussion. Students are expected to present their recommendations in a simulated management and IT consultancy environment, where presentation skills are equally important as the content of the presentation. Students are expected not simply to describe the material in the case studies, but to analyse and present recommendations to the class. All students are expected to participate in these sessions.

≡ BIBLIOGRAPHY

Nic Beech and Robert Macintosh (2012) Managing Change: Enquiry and Action, Cambridge University Press

≡ EVALUATION METHODS

100 % : Continuous Assessment Managing Business Transformation and Change

≡ SESSIONS

1	Introduction to Managing Change LECTURE : 03h00
2	Theories, Concepts and Ideas – Eoin Banahan LECTURE : 03h00
3	Disruptive Change - Eoin Banahan LECTURE : 03h00
4	Strategic Leadership and Management - Eoin Banahan LECTURE : 03h00
5	Change Management Programs and Projects - Eoin Banahan LECTURE : 03h00
6	Stakeholder Analysis - Eoin Banahan LECTURE : 03h00
7	Managing Teams - Eoin Banahan LECTURE : 03h00
8	Resistance to Change LECTURE : 03h00
9	Team Presentations LECTURE : 03h00
10	Reports LECTURE : 03h00

Number of ECTS credits : 4

Course responsible : SEDDON Jonathan

Teachers : EL MHAMDI Zakaria , LONG Edouard , MOUREY Paul , NGUYEN Da-Nhât , PIGEON Sylvain , POTOCKI Roman , TROCME Pierre

≡ COURSE DESCRIPTION

Digital business
Technological determinism
Business transformation
Innovation and change

≡ COURSE OBJECTIVES

Identify and define terminology of digital business and big data
Assess the market growth and business opportunity
Analyse case study material, including academic and practitioner reports
Identify and evaluate the impact of digital business
Analyse benefits and barriers of 'big data' to society, organizations and individuals
Big data
Data analytics
Next generation technologies
Business sustainability

≡ LEARNING GOALS

≡ TACKLED CONCEPTS

This Module looks at the growth in digital business. It focuses on business models which transform existing companies from manual processes to digital processes. Examples are provided across a range of industry (energy, transportation, banking, insurance...). The emerging topic of 'big data' is examined in terms of market growth, business opportunity and practical, case study examples. Students will work individually and in teams. They will be assigned case studies and prepare team presentations for class discussion.

≡ LEARNING METHODS

Lectures, case studies, videos, testimonies and return on experience (RoX) of field Consultants and Project Managers.

≡ ASSIGNMENTS

Students are expected to present their recommendations on various aspects of developing digital business and using big data. As with all new concepts and ideas, there are no simple answers or solutions to how organizations can exploit digital business and big data. Students therefore need to think creatively and imaginatively which extends beyond simply describing the material in the case studies, but also to providing detailed analysis. All students are expected to participate in these sessions.

≡ BIBLIOGRAPHY

≡ EVALUATION METHODS

100 % : Project Report Digital Business and Big Data

≡ SESSIONS

1 Introduction to Digital Business: different industry sectors

LECTURE : 03h00

2 Digital business transformation

LECTURE : 03h00

3

Business process transformation

LECTURE : 03h00

4

Mobility and business transformation

LECTURE : 03h00

5

Innovation in Digital business

LECTURE : 03h00

6

Social Media strategy: How and Why ?

LECTURE : 03h00

7

Cloud and introduction to Big Data

LECTURE : 03h00

8

Big Data and Data Analysis

LECTURE : 03h00

9

Focus: Smart Energy

LECTURE : 03h00

10

Smart Energy: analysis and recommendations

LECTURE : 03h00
