Mr. Bruce C. Barnes is a nationally recognized figure in the senior level technology leadership community. Having over thirty-eight years of experience in the IT arena, he has received numerous industry accolades, including having been recognized in the industry press as one of this country's most noted CIOs. He is a frequent contributor and recognized voice regarding national industry events and publications, and he is the co-founder of the widely acclaimed "CIO Solutions Gallery®" series, nationally headquartered out of The Ohio State University's Fisher College of Business. He is also an ongoing advisor and retained coach for a number of noted IT leaders, as well as for several large IT vendors regarding the building of effective relationships with the CIO community.

Mr. Barnes is currently the CEO of Bold Vision®, a senior management consortium comprised of former corporate "C Level" executives. Operating as a trusted advisor to its client companies, Bold Vision® provides effective trusted advisory support, coaching and mentoring services, and peer-to-peer collaborative exchange opportunities. It is committed to helping build and to maintain an active and creative network of IT leaders/executives devoted to sharing best practices, renewing their skills on an ongoing basis, and raising the level of technical "literacy" within their organizations.

Prior to his current role, Mr. Barnes served as the Vice President of IT Strategy and Planning for a $200B international Fortune 100 insurance and financial services company, where he had enterprise responsibility for developing and managing the overall technology strategy, IT architectural framework and standards processes, and the enterprise-level IT governance processes for that global organization. Mr. Barnes was also responsible for all enterprise level IT planning and technology program management, and he designed and established the information security office for that global enterprise.

Prior to that, Mr. Barnes served as VP and Chief Information Officer for a $100B international financial services company, where he was responsible for all facets of technology services and operations within that publicly-held organization.

Prior to that, he served as VP and Chief Information Officer for Ohio's largest privately owned HMO. Mr. Barnes has also held various systems development and IT management positions with an international automated library/information services company, the Washington (DC) office of a major technology vendor, and as an officer in the United States Army.

Mr. Barnes is a graduate of The Ohio State University.
The Ohio State University Fisher College of Business
ACC/MIS 659: Information Systems Planning and Management
Course Syllabus; Fall 2010

Instructor: Bruce C. Barnes
E-Mail: bbarnes@bold-vision.com
Office: (614) 792-3822
Cell: (614) 595-4404

Course Objectives
Today as information technology (IT) value delivery moves to center stage in many business enterprises, IT leaders are increasingly called upon to address mission critical management, strategy, and technological challenges. To successfully respond these issues leaders must acquire and effectively apply the critical thinking, leadership and decision-making skills necessary to accurately anticipate and quickly respond to economic, technological, political and social changes within their corporate environments. While simultaneous day-to-day operational pressures make it increasingly difficult to stay prepared for these challenges, IT leaders must still respond in order to achieve the corporate differentiation and advantage required to stay ahead.

IT has a very distinct ability to create substantive competitive advantage and sustainable enterprise value. Yet, it also has the capacity of becoming a gaping sinkhole into which millions of dollars and thousands of valuable man-hours disappear. The difference is in knowing how the IT corporate value engine is seen, structured and applied.

The objective of this course is to have the students develop a more complete understanding of how IT creates corporate value, as well as better understand the perspectives and management needs of the various inhabitants of the IT forest – e.g., the CIO, the vendor/supplier, the data miner, the consultant and the enterprise executives – all of whom have significant roles in the IT value delivery equation.

Evaluation
Class Participation  25%
Team Assignments  25%
Individual Assignments  25%
Exams  25%

Participation
This class is designed to be highly participative. Your ability to succeed in this class is highly dependent upon the quality and frequency of your classroom interaction. This is not a memorization exercise. Your ability to think and subsequently offer perceptive comments and insights based upon the topics being discussed will not only be a critical component of your success in this class, but also in your application of the knowledge gained here once you leave this program.
Format
Classes will include a broad mixture of lectures, interactive exercises, team assignments and guest presentations from acclaimed industry experts and practitioners.

Teams
The class will be divided into no more than seven (7) teams. Questions concerning team assignments will be presented to all teams simultaneously, and subsequently the members of each respective team are expected to work together to collaboratively derive their team’s answers to the problems given. All submitted answers (i.e., one per team) will be provided in POWERPOINT format, and the team grade given for each assignment will then be assigned to all members of that team. The methods/logistics/schedules needed for any given team to work together will be left to the individual teams to decide.

Selected teams (as subsequently chosen by the instructor) will be further required to present and defend their findings to the overall class. The instructor will announce in class which teams will be presenting on that given day.

Deadlines
All reading assignments are expected to be completed by class time on the day for which they are listed on the syllabus. All prepared assignments that are to be turned in for full credit (i.e., both individual and team assignments) are due no later than 5:00pm ET on the day before the listed due date. All assignments must be submitted electronically to the instructor’s listed e-mail account.

To reiterate, all reading assignments shown for a given class are expected to be completed by class time on that day; whereas all listed individual and/or team assignments are expected to be completed and turned in electronically (to the instructor’s listed e-mail account) by 5:00pm ET on the day before the respective class.

Important Suggested Readings:
The New Know; Thornton A. May; Wiley and Sons
The Minding Organization; Rubinstein and Firstenberg; Wiley & Sons
The Adventures Of An IT Leader; Austin, Nolan and O'Donnell; Harvard Business Press
Dealing With Darwin; How Great Companies Innovate At Every Phase Of Their Evolution; Geoffrey Moore
How The Mighty Fall, And Why Some Companies Never Give In; Jim Collins; Harper Collins

Class Program

**** MODULE ONE -- Assessing The Landscape ****

September 22, 2010 - Program Introduction
September 27, 2010 Understanding IT Mental Models
September 29, 2010 - IT Cultures and Perspectives
Team Presentations

Reading Assignments:
- HBR Case, "The IT System That Couldn't Deliver"; Bryon Reimus 1997
- "Do You Know Where You Want To Go?", Computerworld 7/14/2004
- "Save The Suits From Themselves", Computerworld 3/10/2004
- "Success With Word, Mind and Deed", Computerworld 7/12/2004
- Information Revolution, Book Forward

Team Assignment:
- Regarding the HBR Lenox Insurance Case:
  o Describe the "Big Picture" situation – what is really going on?
  o List the possible choices facing the CIO at Lenox
  o Describe what the group thinks is the best path going forward

October 4, 2010 - IT Strategy and Planning
Team Presentations

Reading Assignments:
- HBR Case; "Otisline"
- HBR, "Strategic Intent", Hamel and Prahalad 1989
- HBR, "What is Strategy?", Porter

Team Assignment:
- Regarding the Otisline Case, using Michael Porter's "Five Forces" Strategic Model, please describe:
  o The elevator industry before Otisline
  o The elevator industry after Otisline

**** MODULE Two -- Setting A Course Of Action ****

October 6, 2010 - Organizational Maturity
Change Management

Reading Assignments:
- HBR, "Stages Theory"; Nolan 1993
- Thought Leader Transcript; Cliff Dodd; CIO, Kaiser Permanente (11/30/2004)
Individual Assignment:
  - What do you see as the different implications regarding the development and management of an IT strategy within each of the four stages of corporate growth as outlined by Dick Nolan (i.e., as noted in the reading assignments)?

**October 11, 2010**

- *Resources Versus Needs – Finding The Balance*

  *Team Presentations*

Reading Assignments:
  - HBR Case; “Volkswagen of America; Managing IT Priorities”; Austin, 2007
  - HBR Case; Royal Caribbean Cruises Ltd.”; McFarlan and Massoni, 2003

Team Assignments
  - Regarding the Royal Caribbean case; please describe:
    o What is going on here?
    o Visually map the trade-off/decision-making landscape
    o Describe how IT planning decisions are being made
    o What did they do right? What could have been done better?
  - Regarding the Volkswagen case; please describe:
    o Visually map the flow of the decision-making process
    o Where are the strengths within this process as defined?
    o Where are the risks and weaknesses, and how could those risks be better mitigated/reduced?

**October 13, 2010**

- *Assessing IT’s Performance*

Reading Assignments:
  - HBR, “The Balanced Scorecard; Measures That Drive Performance”; Nolan and Kaplan, 1992
  - HBR, “Using the Balanced Scorecard as a Strategic Management System”, Nolan and Kaplan
  - HBR, “Frontier Airlines”, 1988 Reading Pack Regarding The Intersection Of IT and The Marketplace
    o Article by Brian Stelter
    o Article by Jeff Gunderson
  - “IT’s Role In The New Model Of Marketing”; Computerworld (7/31/2000)
  - “Going Long”; John Cassidy (7/10/2006)
  - "CIO Habitat Report"; CIO Decisions Magazine (January, 2007)
  - "CIO Habitat Report"; CIO Decisions Magazine (February, 2007)

Individual Assignment:
  - Discuss, as you personally see them, the relative strengths and weaknesses of the balanced scorecard approach to performance management, and then briefly comment on how this approach did (or could have) positively affect(ed) either Royal Caribbean or Volkswagen of America.

**October 18, 2010**

- *Exam (Modules One and Two)*
**** MODULE Three -- Managing The IT Ecosystem ****

October 20, 2010
- Competing on Analytics/Business Intelligence
  Guest Presenter -- Mr. Thornton A. May
  Internationally Acclaimed IT Futurist
  Author; “The New Know”; Wiley and Sons

Reading Assignments:
- HBR Case; “Business Intelligence Software at SYSCO”; McAfee and Wagonfeld; 2006
- HBR; Competing On Analytics”; Davenport; 1998
  - “Entering The Age Of Big Information”; Computerworld 4/9/2001

October 25, 2010
- Competing on Analytics/Business Intelligence (Part 2)
  Team Presentations
  IT Branding and Marketing

Team Assignment:
- Regarding the SYSCO Case:
  o Define/Describe Business Intelligence (BI) software
  o Describe the value that BI software is supposed to generate
  o Describe the various parts of the organization and the role they might
    play in assuring full value from implementing the BI software
  o Visually map the vendor selection process
  o What did Twila Day and her team do right?
  o What might they have done differently?

October 27, 2010
- Global Influences and Opportunities

Reading Assignments:
- HBR Case; “Li & Fung; Internet Issues”; McFarlane & Young; 2005

Individual Assignment:
- Today we are inundated with a litany of global IT advances that seem likely to alter how we live, how we work, and how we view the future. What do you see as the three most promising opportunities the expanding IT workplace offers our global economy today, and what do you see as the three biggest threats or hurdles that must be overcome as well? Make your case for each.

November 1, 2010
- Vendor/Supplier Management Strategies
  Guest Presenter

Reading Assignments:
- To be Distributed Separately via E-mail to Each Student
Individual Assignment:

- Strategic sourcing begins with the same three questions that we’ve been addressing all along; i.e., where are we, where do we want to go, and how can we get there? Yet you also need to remember that sourcing is a process, not just an isolated decision or two. Given all that we have discussed in the class to this point, what do you personally anticipate as being five top “must be there” necessities required for the effective establishment of a strategic sourcing process within a business enterprise?

November 3, 2010

- People, Politics and Influence

Reading Assignments:
- HBR; "What Makes A Leader"; Goleman
- HBR; "CIO Challenges; Preparing For IT Leadership"; Austin, Nolan and O’Donnell

Individual Assignment:

- Many experts have their own varied opinions as to things like what comprises true leadership, how that differs from management, behavioral components of leadership, etc. Whatever the situation two things remain constant; i.e., real leaders are out-numbered by the masses, and the pressures on those leaders to perform today are immense. Look inwardly at yourself for a moment. What do you see as the most significant leadership trait that you must personally develop (and why), and (secondly) what do you see as the most significant personal obstacle that you must overcome in order to achieve that trait?

November 8, 2010

- Social Media

Team Presentations

Reading Assignments:
- HBR Case; “LinkedIn: 2008”; Yoffie, Siind and Achesa, 2009
- HBR; “Social Media”; Gupta, Armstrong and Clayton, 2010
- HBR; “Social Media, The New Hybrid Element of the Promotion Mix”; Mangold and Faulds, 2010

Team Assignment:
- Regarding the LinkedIn Case:
  - As you look out over the course of the next 2-4 years, do you see the effective merging of social network services and professional network services? If yes, who will merge and why? If not, who will be the primary survivors in each category, and why?
  - Let us assume that your enterprise is seeking to integrate SNS/PNS tools into its normal business function processes, and that you are the designated project lead for this undertaking. What cautions and safeguards do you see as paramount in building out the design of this new environment?

November 10, 2010

- Exam (Module Three)
*** MODULE Four -- Service, Support and Risk ****

**November 15, 2010** - *Enterprise Systems (How, What and Why)*  
*Team Presentations*  
*Guest Presenter*

**Reading Assignments:**
- HBR Case; “Enterprise IT At Cisco (2004)”; McAfee, McFarlan and Wagonfeld; 2007
- HBR; “Mastering The Three Worlds Of IT”; McAfee; 2006
- HBR; “Radically Simple IT”; Upton and Staats; 2008
- HBR; “Putting The Enterprise Into Enterprise Systems”; Davenport; 1998

**Team Assignment:**
- Regarding the Cisco case:
  - What is the “big picture” situation here; i.e., what are the affecting factors within the industry, within Cisco, and within IT specifically?
  - What are the overall choices faced by the CIO, and what are their corporate implications?
  - What did the CIO do right, and what could he have done differently?

**November 17, 2010** - *Life in the IT Leader Wheelhouse....Yes, Really!*
*Guest Presenter*

**Reading Assignments:**
- Thought Leader Transcript; Jeff Wacker ; Futurist, EDS (December, 2007)
- HBR; “Darwin and the Demon”; Geoffrey Moore

**Individual Assignment:**
- Let us assume that you are a newly hired CIO for a company whose CEO believes that the IT contribution can clearly be improved, although that view isn’t necessarily shared across the board. He’s counting on you to quickly come up with an overall assessment and a resulting proposal. It is now Day One. What is your personal plan for your first 90 days on the job?

*** MODULE Five -- The Future of IT ****

**November 22, 2010** - *IT Security and Privacy, Regulation and Compliance*
*Guest Presenter*

**Reading Assignments:**
- Will Be Distributed Separately

**Team Assignment:**
- None

**November 24, 2010** - *Influencing Technology Adoption*
*Guest Presenter*
Reading Assignments:
- HBR; "Meeting The Challenge Of Disruptive Change", Christensen and Overdor
- HBR; "Leading Change; What Transformation Efforts Fail"; Kotter

Individual Assignment:
- Change is inevitable. However, surviving it, and even thriving as a result of it, are purely optional. If you were the CEO and felt that your organization's success depended heavily upon staying one step ahead of the competition via ongoing effective technology enablement and adoption, what would be your five leading management mantras to both instill and maintain such a culture? Make your case for each.

**November 29, 2010**

*Managing Innovation*

*The Future of IT*

Reading Assignments:
- HBR; "Innovation; The Classic Traps"; Kantor

Individual Assignment:
- Throughout this quarter, we have taken a hard look at the components of IT planning, management and (especially) influence. Clearly, the world and the opportunities that expanding IT capabilities are bringing to it are changing at a blinding rate, and that overall pace is not slowing down. Put on your "future hat". Paint a picture of the world in 2020, describing how IT has helped lead to that, as well as what some of the biggest IT management concerns at that point then might be.

**December 1, 2010**

*Review and Re-Visit*

**December 6, 2010**

***Final Exam***