Case Study for Information Management
資訊管理個案
Information Systems in Global Business:
1. UPS,
2. The National Bank of Kuwait (Chap. 1)

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2012-09-17

課程大綱 (Syllabus)

週次	日期	內容（Subject/Topics）
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2	101/09/17	Information Systems in Global Business: 1. UPS, 2. The National Bank of Kuwait (Chap. 1)
3	101/09/24	Global E-Business and Collaboration: NTUC Income (Chap. 2)
4	101/10/01	Information Systems, Organization, and Strategy: Soundbuzz (Chap. 3)
5	101/10/08	IT Infrastructure and Emerging Technologies: Salesforce.com (Chap. 4)
6	101/10/15	Foundations of Business Intelligence: Lego (Chap. 6)

課程大綱 (Syllabus)

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7	101/10/22	Telecommunications, the Internet, and Wireless Technology: Google, Apple, and Microsoft (Chap. 7)
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11	101/11/19	Enterprise Application: Border States Industries Inc. (BSE) (Chap. 9)
12	101/11/26	E-commerce: 1.Facebook, 2. Amazon vs. Walmart (Chap. 10)

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13	101/12/03	Knowledge Management: Tata Consulting Services (Chap. 11)
14	101/12/10	Enhancing Decision Making: CompStat (Chap. 12)
15	101/12/17	Building Information Systems: Electronic Medical Records (Chap. 13)
16	101/12/24	Managing Projects: JetBlue and WestJet (Chap. 14)
17	101/12/31	Final Report (期末報告)
18	102/01/07	期末考試週

Chap. 1
Information Systems in Global Business:
1. UPS,
2. The National Bank of Kuwait

Case Study: UPS

UPS Competes Globally with Information Technology

1. What are the inputs, processing, and outputs of UPS's package tracking system?
2. What technologies are used by UPS? How are these technologies related to UPS's business strategy?
3. What problems do UPS's information systems solve?
4. What would happen if these systems were not available?

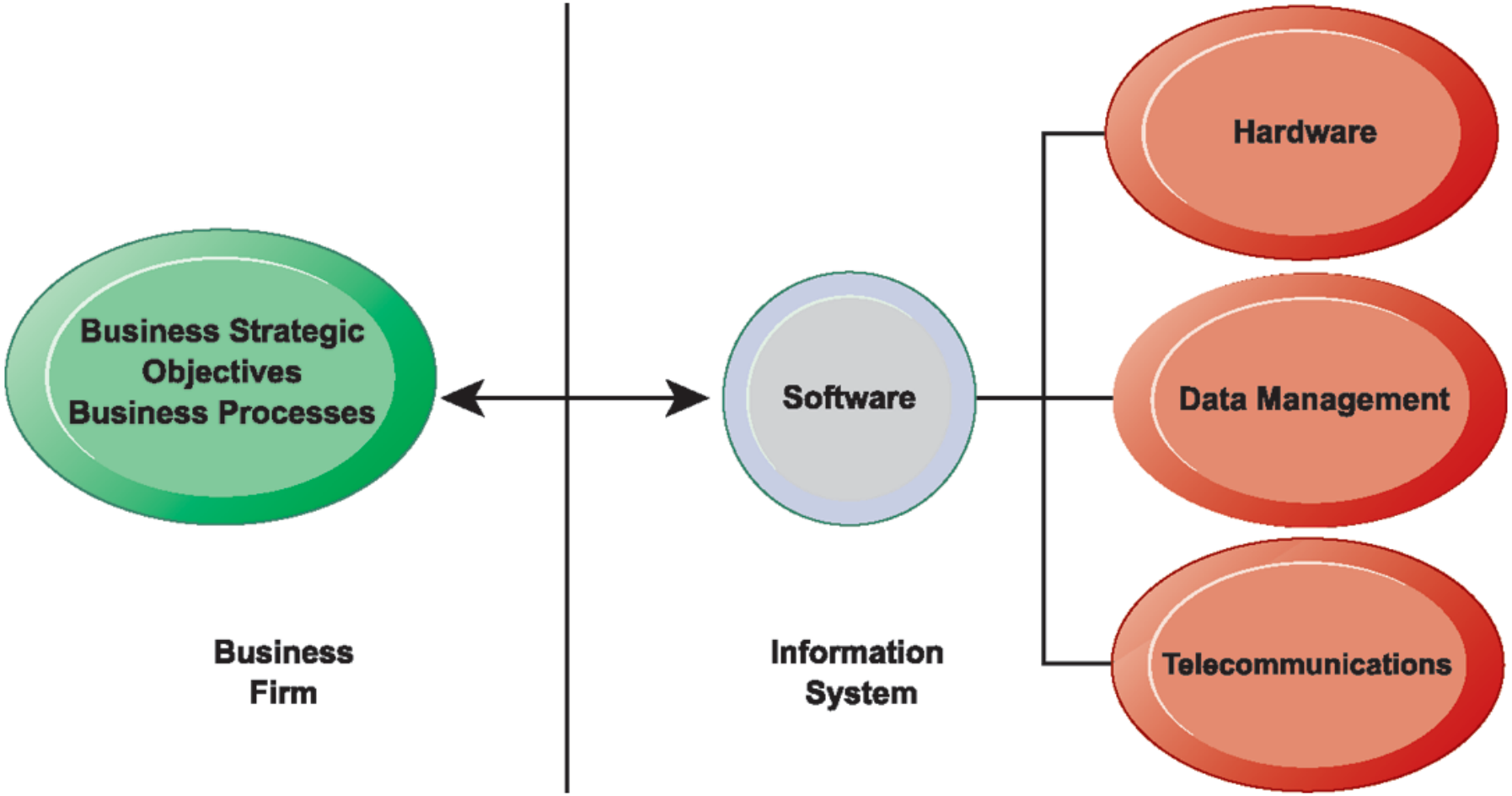
Source: Kenneth C. Laudon & Jane P. Laudon (2012), Management Information Systems: Managing the Digital Firm, Twelfth Edition, Pearson.

Case Study: NBK

The National Bank of Kuwait

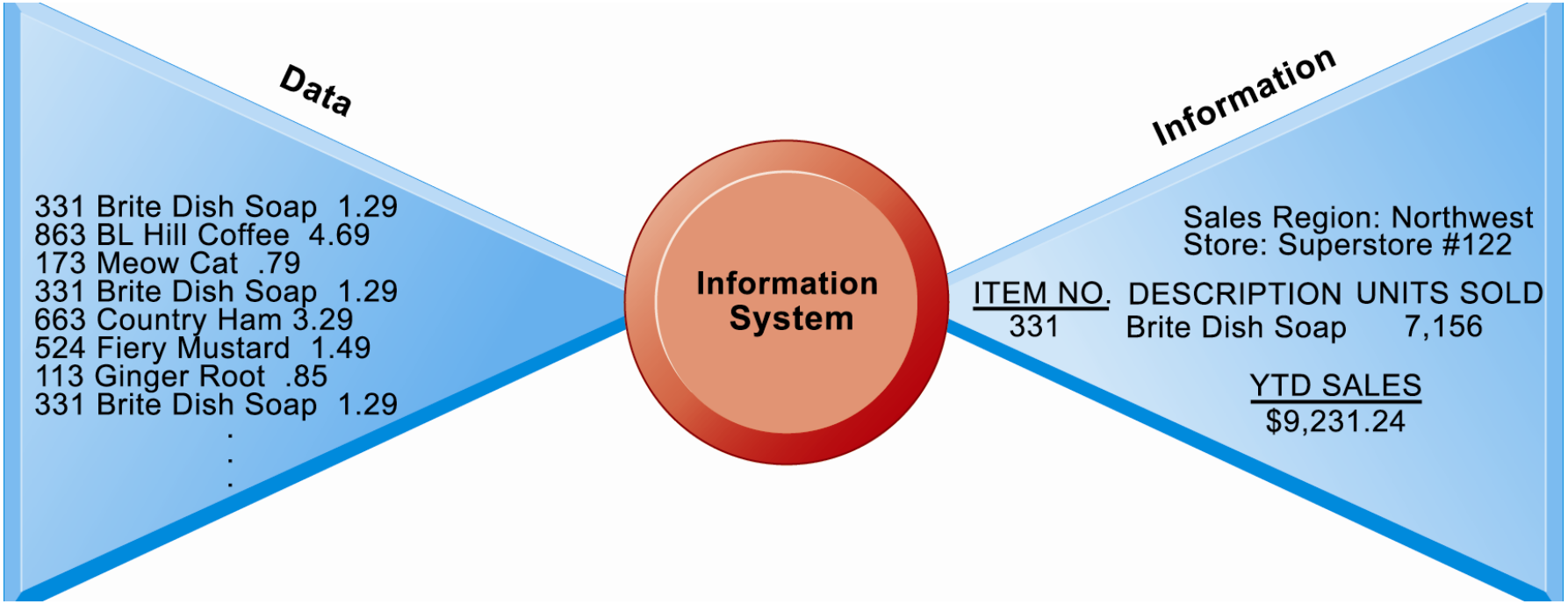
1. How has NBK benefitted from the implementation of SHOROUQ?
2. List the advantages and disadvantages of implementing the SHOROUQ system at NBK.
3. How do you think NBK's business would have developed if it had not integrated SHOROUQ?

The Interdependence Between Organizations and Information Technology



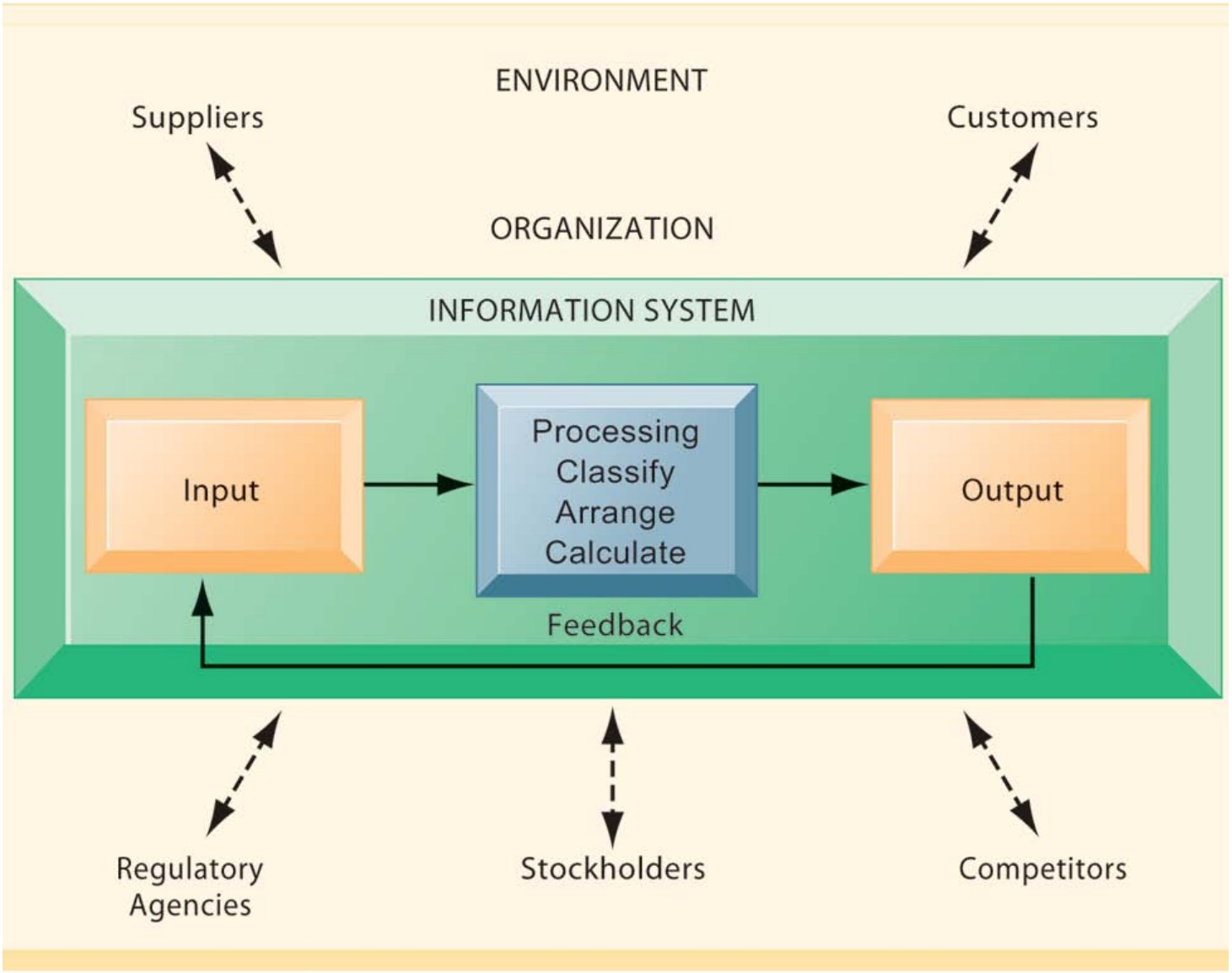
Source: Kenneth C. Laudon & Jane P. Laudon (2012), Management Information Systems: Managing the Digital Firm, Twelfth Edition, Pearson.

Perspectives on Information Systems: Data and Information



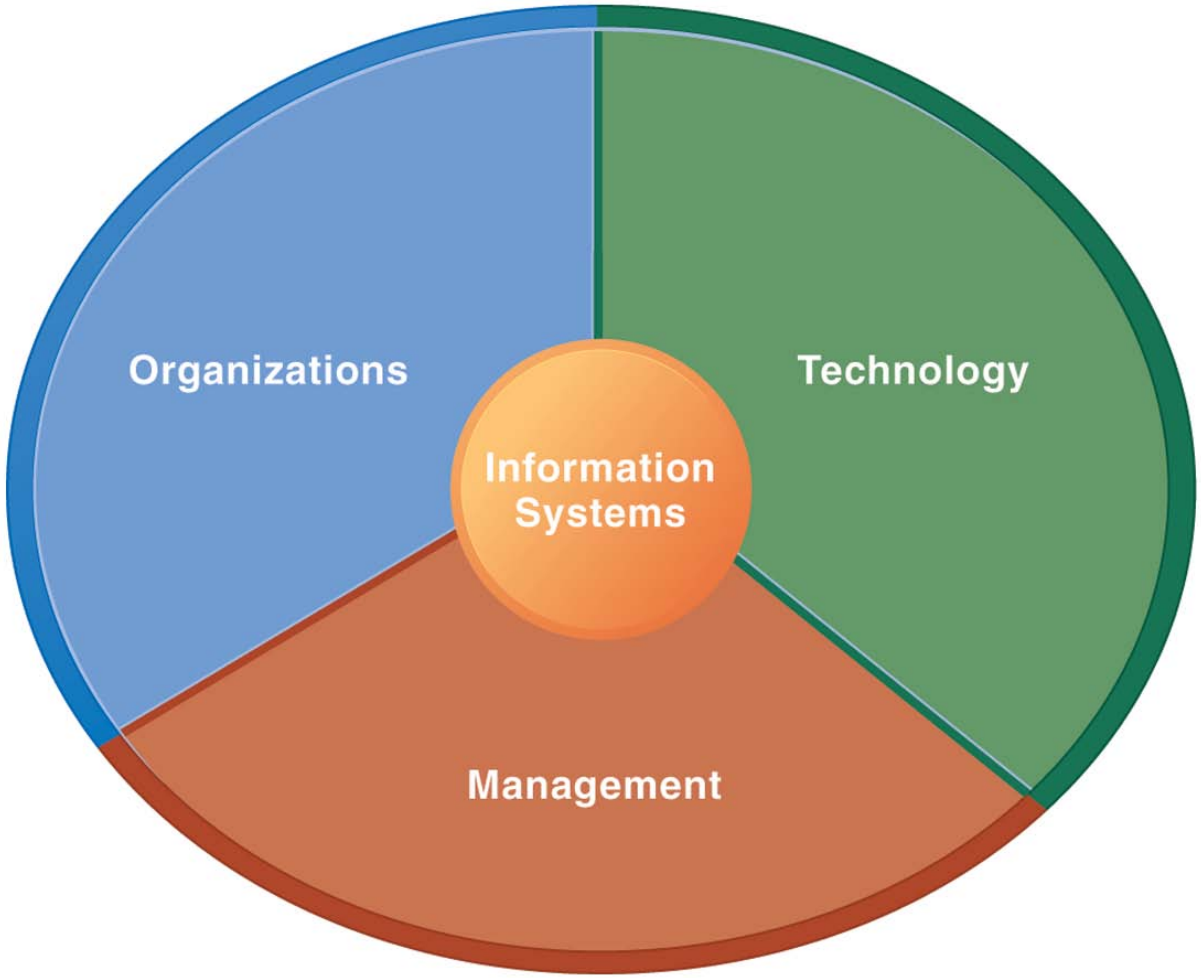
Source: Kenneth C. Laudon & Jane P. Laudon (2012), Management Information Systems: Managing the Digital Firm, Twelfth Edition, Pearson.

Functions of an Information System



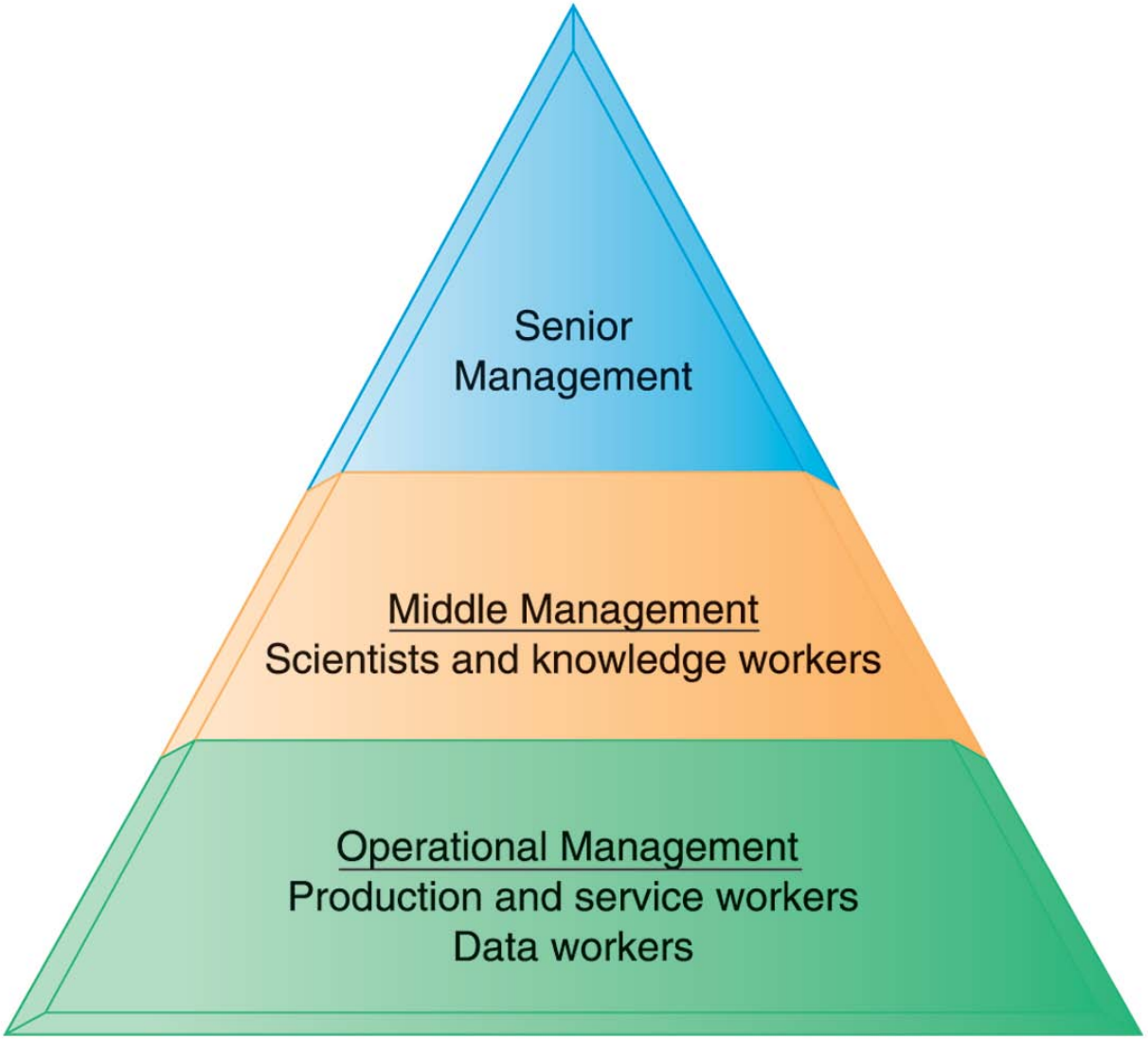
Source: Kenneth C. Laudon & Jane P. Laudon (2012), Management Information Systems: Managing the Digital Firm, Twelfth Edition, Pearson.

Information Systems Are More Than Computers



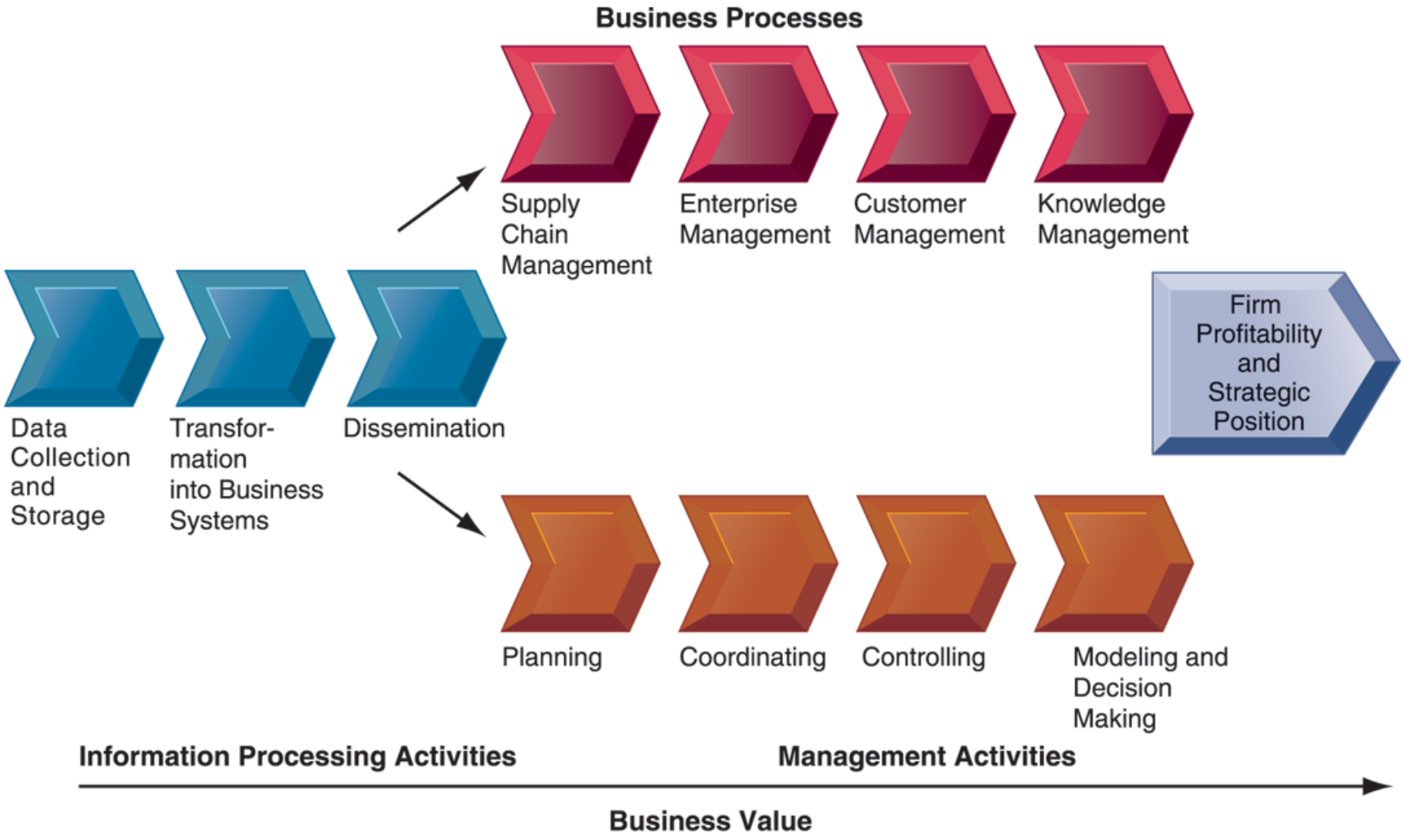
Source: Kenneth C. Laudon & Jane P. Laudon (2012), Management Information Systems: Managing the Digital Firm, Twelfth Edition, Pearson.

Levels in a Firm



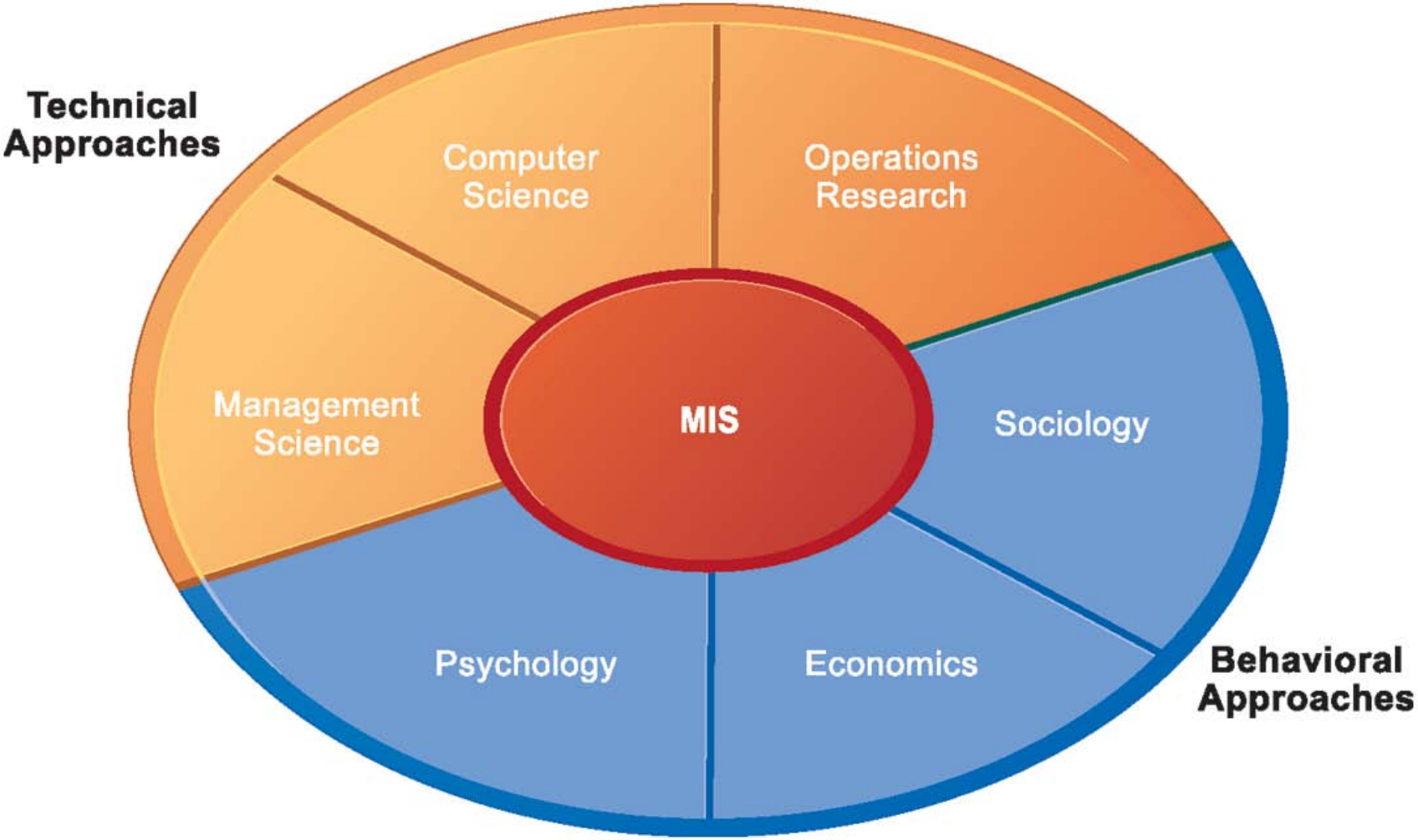
Source: Kenneth C. Laudon & Jane P. Laudon (2012), Management Information Systems: Managing the Digital Firm, Twelfth Edition, Pearson.

The Business Information Value Chain



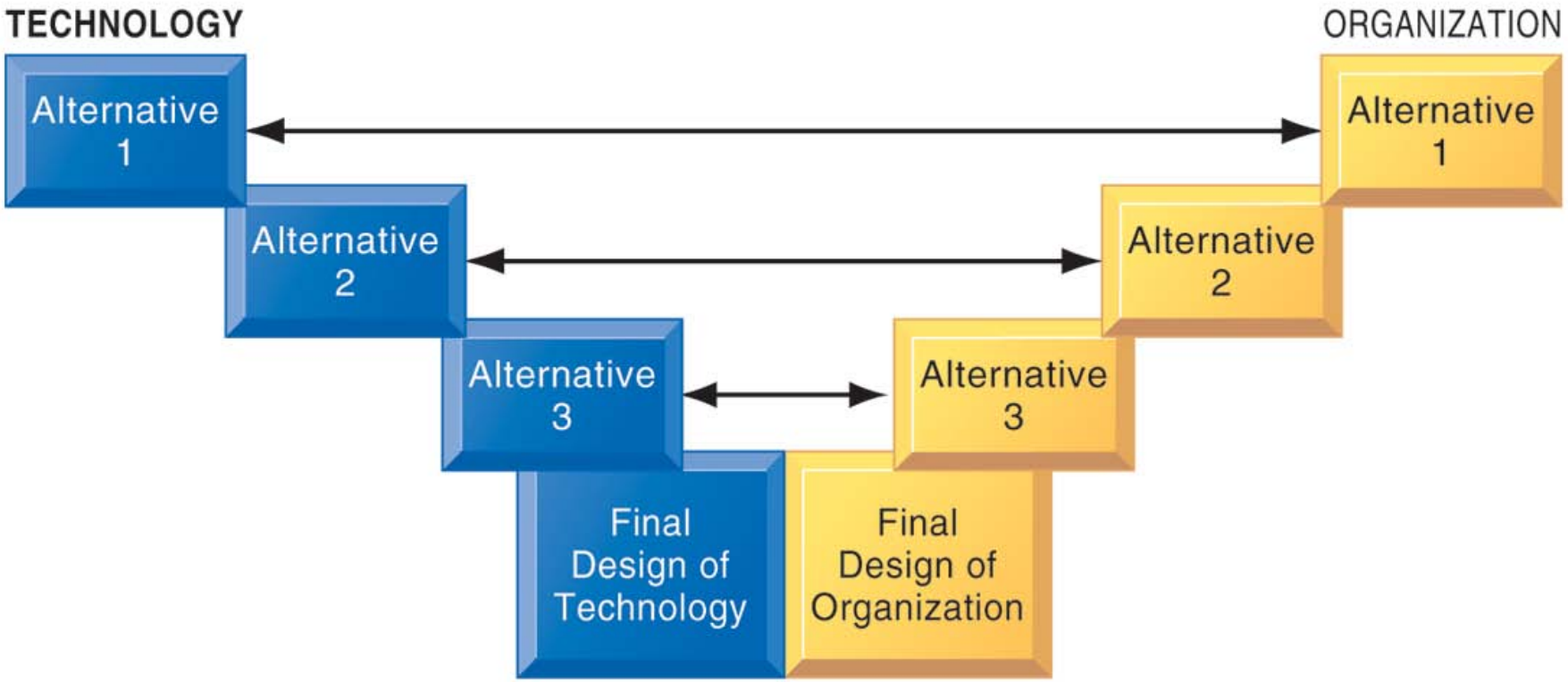
Source: Kenneth C. Laudon & Jane P. Laudon (2012), Management Information Systems: Managing the Digital Firm, Twelfth Edition, Pearson.

Contemporary Approaches to Information Systems



Source: Kenneth C. Laudon & Jane P. Laudon (2012), Management Information Systems: Managing the Digital Firm, Twelfth Edition, Pearson.

A Sociotechnical Perspective on Information Systems



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Case Study: UPS

UPS Competes Globally with Information Technology

1. What are the inputs, processing, and outputs of UPS's package tracking system?
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3. What problems do UPS's information systems solve?
4. What would happen if these systems were not available?

1. What are the inputs, processing, and outputs of UPS's package tracking system?

- Inputs:
  - The inputs include package information, customer signature, pickup, delivery, time-card data, current location (while en route), and billing and customer clearance documentation.
- Processing:
  - The data is transmitted to a central computer and stored for retrieval. Data is also reorganized so that it can be tracked by customer account, date, driver, and other criteria.
- Outputs:
  - The outputs include pickup and delivery times, location while en route, and package recipient. The outputs also include various reports, such as all packages for a specific account or a specific driver or route, as well as summary reports for management.

2. What technologies are used by UPS? How are these technologies related to UPS's business strategy?

- Technologies include handheld computers (DIADs), barcode scanning systems, wired and wireless communications networks, desktop computers, UPS's central computer (large mainframe computers), and storage technology for the package delivery data. UPS also uses telecommunication technologies for transmitting data through pagers and cellular phone networks. The company uses in-house software for tracking packages, calculating fees, maintaining customer accounts and managing logistics, as well as software to access the World Wide Web.

2. What technologies are used by UPS? How are these technologies related to UPS's business strategy?

- UPS has used the same strategy for over 90 years. Its strategy is to provide the "best service and lowest rates." One of the most visible aspects of technology is the customer's ability to track his/her package via the UPS Web site. However, technology also enables data to seamlessly flow throughout UPS and helps streamline the workflow at UPS. Thus, the technology described in the scenario enables UPS to be more competitive, efficient, and profitable. The result is an information system solution to the business challenge of providing a high level of service with low prices in the face of mounting competition.

3. What problems do UPS's information systems solve?

- **Operational excellence:**
  - UPS has maintained leadership in small-package delivery services despite stiff competition from FedEx and the U.S. Postal System by investing heavily in advanced information technology.
- **New products, services, and business models**:
  - In June 2009 UPS launched a new Web-based Post Sales Order Management System (OMS) that manages global service orders and inventory for critical parts fulfillment. The system enables high-tech electronics, aerospace, medical equipment, and other companies anywhere in the world that ship critical parts to quickly assess their critical parts inventory, determine the most optimal routing strategy to meet customer needs, place orders online, and track parts from the warehouse to the end user.

3. What problems do UPS's information systems solve?

- **Customer and supplier intimacy**:
  - Customers can download and print their own labels using special software provided by UPS or by accessing the UPS Web site. UPS spends more than $1 billion each year to maintain a high level of customer service while keeping costs low and streamlining its overall operations.
- **Improved decision making:**
  - Special software creates the most efficient delivery route for each driver that considers traffic, weather conditions, and the location of each stop. UPS estimates its delivery trucks save 28 million miles and burn 3 million fewer gallons of fuel each year as a result of using this technology. To further increase cost savings and safety, drivers are trained to use "340 Methods" developed by industrial engineers to optimize the performance of every task from lifting and loading boxes to selecting a package from a shelf in the truck.

Source: Kenneth C. Laudon & Jane P. Laudon (2012), Management Information Systems: Managing the Digital Firm, Twelfth Edition, Pearson.

3. What problems do UPS's information systems solve?

- **Competitive advantage:**
  - UPS is leveraging its decades of expertise managing its own global delivery network to manage logistics and supply chain activities for other companies. It's Supply Chain Solutions division provides a complete bundle of standardized services to subscribing companies at a fraction of what it would cost to build their own systems and infrastructure.

4. What would happen if UPS's information systems were not available?

- Arguably, UPS might not be able to compete effectively without technology. If the technology were not available, then UPS would, as it has through most of its history, attempt to provide that information to its customers, but at higher prices. From the customers' perspective, these technologies provide value because they help customers complete their tasks more efficiently. Customers view UPS's technology as value-added
- services as opposed to increasing the cost of sending packages.

Case Study: NBK

The National Bank of Kuwait

1. How has NBK benefitted from the implementation of SHOROUQ?
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3. How do you think NBK's business would have developed if it had not integrated SHOROUQ?

1. How has NBK benefitted from the implementation of SHOROUQ?

- Since the development of the new ERP SHOROUQ system in NBK, the company has been changed essentially. The new system was originally developed according to the group's mission to establish a leadership position across the region. This is why an IT transformation project including a full revamp of the core systems and associated decision support tools with more focus towards Business Intelligence (BI) was urgent and pertinent to the company's customer focus.

Source: Kenneth C. Laudon & Jane P. Laudon (2012), Management Information Systems: Managing the Digital Firm, Twelfth Edition, Pearson.

2. List the advantages and disadvantages of implementing the SHOROUQ system at NBK.

- The old system, prior to SHOROUQ, was completely at the mercy of the mainframe platform. After many years of using and adopting in the business, the system became the home of many costumed applications. The maintenance of those applications, as well as the hardware, after many years and further enhancements became too costly and time consuming. This is why the new NBK system SHOROUQ became an advantage due to its new features and its ability to overcome many of the shortcomings of the old system, particularly the costs of maintenance. However, SHOROUQ suffers from a conventional disadvantage that faces all ERP systems. The SHOROUQ system was costly to develop and establish. The NBK invested too much time and money to make SHOROUQ a reality.

3. How do you think NBK's business would have developed if it had not integrated SHOROUQ?

- SHOROUQ was a core system for NBK. This system was developed by the team members taking into consideration their mission as well as the NBK regional status. This is why it was critical for the company and development group to develop a strategic system such as SHOROUQ.

資訊管理個案
(Case Study for Information Management)

1. 請同學於資訊管理個案討論前
   應詳細研讀個案，並思考個案研究問題。
2. 請同學於上課前複習相關資訊管理相關
   理論，以作為個案分析及擬定管理對策的
   依據。
3. 請同學於上課前
   先繳交個案研究問題書面報告。

References

- Kenneth C. Laudon & Jane P. Laudon (2012), Management Information Systems: Managing the Digital Firm, Twelfth Edition, Pearson.
- 周宣光　譯 (2011)，
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