Case Study for Information Management

Information Systems in Global Business: UPS (Chap. 1)

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http://mail.tku.edu.tw/myday/
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### 課程大綱 (Syllabus)

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Chap. 1
Information Systems in Global Business:
UPS
Case Study: UPS (Chap 1.)

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 strategic business objectives do UPS’s information systems address?

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

Information Systems Are More Than Computers

Overview of fundamental MIS Concepts

Overview of fundamental MIS Concepts using an Integrated framework for describing and analyzing information systems

- Monitor games and ticket sales
- Revise business strategy
- Redesign Yankee Stadium
- Redesign work flow and job functions
- Expand sales channels
- Implement HDTV
- Implement touch screen technology
- Implement interactive Web site

Business Challenges
- New sources of competition
- Declining customer base
- Increasing costs

Management

Organization

Information System

Business Solutions
- Display game coverage over new media
- Provide new interactive services
- Provide online information to fans
- Increase revenue

The Interdependence Between Organizations and Information Technology

Strategic Business Objectives of Information System

• Operational Excellence
• New Products, Services, and Business Models
• Customer and Supplier Intimacy
• Improved Decision Making
• Competitive Advantage
• Survival

Perspectives on Information Systems: Data and Information

331 Brite Dish Soap  1.29
863 BL Hill Coffee  4.69
173 Meow Cat .79
331 Brite Dish Soap  1.29
663 Country Ham 3.29
524 Fiery Mustard 1.49
113 Ginger Root .85
331 Brite Dish Soap  1.29

Sales Region: Northwest
Store: Superstore #122

ITEM NO. DESCRIPTION UNITS SOLD
331 Brite Dish Soap 7,156

YTD SALES
$9,231.24

Functions of an Information System

Dimensions of Information Systems

Dimensions of Information Systems

• **Organizations**
  – People, structure, business processes, politics, and culture.

• **Management**
  – Make sense out of the many situations faced by organizations, make decisions, and formulate action plans to solve organizational problems.

• **Information Technology**
  – Computer hardware, software, data management technology, networking and telecommunications technology
Levels in a Firm

Senior Management

Middle Management
Scientists and knowledge workers

Operational Management
Production and service workers
Data workers

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<td>Sales and marketing</td>
<td>Selling the organization’s products and services</td>
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<tr>
<td>Manufacturing and production</td>
<td>Producing and delivering products and services</td>
</tr>
<tr>
<td>Finance and accounting</td>
<td>Managing the organization’s financial assets and maintaining the organization’s financial records</td>
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<tr>
<td>Human resources</td>
<td>Attracting, developing, and maintaining the organization’s labor force; maintaining employee records</td>
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IT ISN’T JUST TECHNOLOGY: A BUSINESS PERSPECTIVE ON INFORMATION SYSTEMS

The **Business Information Value Chain**

**Business Processes**
- Supply Chain Management
- Enterprise Management
- Customer Management
- Knowledge Management

**Information Processing Activities**
- Data Collection and Storage
- Transformation into Business Systems
- Dissemination

**Management Activities**
- Planning
- Coordinating
- Controlling
- Modeling and Decision Making

**Firm Profitability and Strategic Position**

The Business Information Value Chain

• From a business perspective, information systems are part of a series of value-adding activities for acquiring, transforming, and distributing information that managers can use to improve decision making, enhance organizational performance, and, ultimately, increase firm profitability.
COMPLEMENTARY SOCIAL, MANAGERIAL, AND ORGANIZATIONAL ASSETS REQUIRED TO OPTIMIZE RETURNS FROM INFORMATION TECHNOLOGY INVESTMENTS

Organizational assets

- Supportive organizational culture that values efficiency and effectiveness
- Appropriate business model
- Efficient business processes
- Decentralized authority
- Distributed decision-making rights
- Strong IS development team

Managerial assets

• Strong senior management support for technology investment and change
• Incentives for management innovation
• Teamwork and collaborative work environments
• Training programs to enhance management decision skills
• Management culture that values flexibility and knowledge-based decision making.

Social assets

• The Internet and telecommunications infrastructure
• IT-enriched educational programs raising labor force computer literacy
• Standards (both government and private sector)
• Laws and regulations creating fair, stable market environments
• Technology and service firms in adjacent markets to assist implementation

Contemporary Approaches to Information Systems

• Technical Approach
• Behavioral Approach
• Sociotechnical Systems
In a sociotechnical perspective, the performance of a system is optimized when both the technology and the organization mutually adjust to one another until a satisfactory fit is obtained.

Modernization of NTUC Income

1. What were the problems faced by Income in this case? How were the problems resolved by the new digital system?

2. What types of information systems and business processes were used by Income before migrating to the fully digital system?

3. Describe the Information systems and IT infrastructure at Income after migrating to the fully digital system?

4. What benefits did Income reap from the new system?

5. How well is Income prepared for the future? Are the problems described in the case likely to be repeated?

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


– 周宣光 譯 (2011)，資訊管理系統－管理數位化公司，第12版，東華書局