



University of California, Santa Barbara
College of Engineering

Critical Management Issues in Telecom and IT

ENGR 293C Syllabus and Course Outline

Course website: www.tmp.ucsb.edu/spring09/engr293c

Professor Jill E. Feldman

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CLASS: Tuesdays, 8:00 – 9:50 p.m.

CLASSROOM: LSB 1101

OFFICE HRS: After class and by appointment

Critical Management Issues in Telecom and IT provides a high-level view of key management skills needed in today's competitive business environment. This course will enable the motivated business and technology-oriented student to gain a clearer understanding of management issues such as leadership, culture, planning and control, and growth management - and the important role these issues play - as students begin to enter the workforce.

The course will begin with a brief introduction followed by a description of our long term project. Student teams will identify a telecom or IT company to use as the team's Industry Partner. Student teams will work to develop a survey tool that will be used with the Industry Partner to analyze a specific management-related issue, culminating in student-led presentations in class. We will spend the majority of our time gaining exposure to these management issues through a combination of assigned readings, lectures by industry experts, class discussion and case studies. Case studies will be drawn from current IT and Telecom companies and will provide an opportunity to apply some newly learned skills. In addition to acquiring skills learned throughout the course, students will benefit from working in teams and constructively contributing to our class discussions.

CASES AND READINGS:

Required (Available on the Harvard Business Online website and included in our Harvard Business School Case packet.):

"Management Issues in Telecom/IT" case pack of Harvard Business School cases and readings accessed through this website:

<http://harvardbusinessonline.hbsp.harvard.edu/relay.jhtml?name=cp&c=c27834>

Additional Resource (Suggested but not required. Look on Amazon as well as the bookstore.):

Applied Strategic Planning: An Introduction, Second Edition, Timothy Nolan, Leonard Goodstein, Jeanette Goodstein, John Wiley & Sons, Inc., 2008

Grading and Assignment Instructions

GRADING:

Class attendance and participation	40%
Corporate Culture Discussion and Paper	10%
Strategic Planning Discussion and Paper	10%
Skills Acquired Paper	5%
Industry Partner Project pre-work, report and presentation	35%

ATTENDANCE IS MANDATORY: I expect you to attend all scheduled classes and to arrive on time for each class. If you do not attend, you cannot participate. Absences will affect your participation grade negatively.

EVALUATION OF PARTICIPATION

Your participation is vital to the success of our course. The ideal student will contribute to class when he or she has something useful and relevant to add. Students who attend class but do not participate in the class discussion **should expect to receive only a passing grade in the course.**

WRITTEN ASSIGNMENT POLICY: All written assignments must be typed and handed in at the beginning of class on the day when the assignment is due. Please keep an extra copy to use during that day's class discussion.

WRITTEN REPORTS: Reports should be typed in 12 point font, double-spaced, with margins 1" all around.

ACADEMIC INTEGRITY

Academic integrity is an essential element of a high-quality educational experience and is expected in this class. Academic integrity includes respecting the letter *and the spirit* of the class rules. The rules are designed to maximize the learning experience for all students, preserve the integrity of the class, and to help you practice the high level of integrity expected from consultants, professional managers, and corporate officers. Feel free to contact me with any concerns regarding practices and behaviors related to this course that appear to be lacking in academic integrity.

University policy has defined as academic dishonesty the following behaviors: (1) using materials published in print or over the Internet in your papers without proper reference to the original source; (2) consulting students who have already taken the course about analysis and answers to cases or assignments prior to their due date; (3) working with others on individual assignments; and (4) working with non-team members on team assignments. Please do not share written or electronic notes, outlines, or "key points" across groups because papers that are judged to be substantially similar in content will be submitted to the University committee for academic integrity. By upholding the standards of academic integrity together, we will strive to preserve the quality of your educational experience and the value of your degree.

INSTRUCTIONS FOR HARVARD CASE PACK FOR: “MANAGEMENT ISSUES IN TELECOM /IT”

I have created a course area on the Harvard Business Online website where you can order the required materials for this course.

Click on the link below to order the course materials.

<http://harvardbusinessonline.hbsp.harvard.edu/relay.jhtml?name=cp&c=c27834>

If you have not registered with Harvard Business Online, you will be required to do so. This URL will provide you with a list of required materials for use in this course. The products are listed at the bottom of this email.

Note that product formats may differ; some may require that a hard copy be shipped to you via air mail. Electronic course materials are in PDF (Portable Document Format) and should be viewed with Adobe Reader, available free at www.adobe.com. Students can access PDF files of course materials via a link on Harvard Business Online for six months from the date of purchase.

You will have immediate access to the materials upon placing your order, for subsequent access, you must login to <http://harvardbusinessonline.org>

I hope you find this a convenient way to access your course materials.

For technical assistance, please view the [Quick Tips](#) section or contact Harvard Business School Publishing at 1-800-810-8858 or 617-783-7700. They are open 8am-6pm Eastern Standard Time. They can also be reached at techhelp@hbsp.harvard.edu

Thank you.

COURSE DETAILS

Professor Information:

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Course Information:

Course Name: Management Issues in Telecom/IT
Course Number: 193C/293C
Course Level: UNDERGRAD
Course Start Date: 04/2009
Expected Enrollment: 20
Reference Code: c27834
Professor Display Names: JILL FELDMAN
Student Access URL:
<http://harvardbusinessonline.hbsp.harvard.edu/relay.jhtml?name=cp&c=c27834>

ENGR 293C
Critical Management Issues in Telecom and IT

Course Outline and Schedule
Spring 2009

Tuesday, March 31, 2009 – Week 1

In this week's class:

Course introduction and explanation of course requirements: Why this course matters and what you will gain from taking this course

Introduction to Capabilities Audit project

Student Profile

Speaker

Hard copy distributed of Sample Organizational Audit Survey

For next class:

Read "Capitalizing on Capabilities", Ulrich, Smallwood (HBR 7014)

Read "Managing Teams for High Performance", multiple authors (HBR 2304)

Check course website for any readings on "Leadership"

Tuesday, April 7, 2009 – Week 2

In this week's class:

Guest Lecturer: Leadership

Hand in Student Profile

For next class:

Check course website for any readings on "HR Topics"

Read "Keeping Google 'Googley'", Groysberg, Thomas, Wagonfeld (HBS 9-409-039)

Read "Reverse Engineering Google's Innovation Machine", Iyer, Davenport (HBR R0804C)

Read "Accounting Fraud at WorldCom", Kaplan, Kiron (HBS 9-104-071)

Prepare a 1-2 page analysis based on these readings and your own experience, using the following prompt:

1. Describe Google's culture
2. Describe WorldCom's culture
3. Describe a company or organization's culture where you have previously worked or been involved, and how that culture impacted the success or failure of that company or organization

Tuesday, April 14, 2009 – Week 3

In this week's class:

Guest lecturer: HR Topics

Discussion of corporate culture. Turn in Corporate Culture paper.

Final approval on Industry Partner.

For next class:

Check course website for any readings on "Conflict Management"

Tuesday, April 21, 2009 – Week 4

In this week's class:

Guest lecturer: Conflict Management

Begin class project: Capabilities Audit – Drafting Survey

For next class:

Read “S-Curve: A Concept and Its Lessons”, HBS Press (HBS 7201BC)

Read “Integrating Strategy Planning and Operational Execution: A Six-Stage System”, Kaplan, Norton (HBS B0805A)

Read “Linking Strategy and Planning to Budgets”, Norton (HBS B0605A)

Read “The Dynamics of Strategic Agility: Nokia’s Rollercoaster Experience”, Doz, Kosonen (HBS 9-CMR-398)

Tuesday, April 28, 2009 – Week 5

In this week's class:

Introduction to Strategic Planning and Balanced Scorecards

Possible Guest Speaker: Product Planning

Continue work in class on Capabilities Audit – Drafting Survey

For next class:

Individual team work on Capabilities Audit

Prepare a 1-2 page analysis based on class readings, our class discussion and your own experience, using the following prompt:

1. What was Nokia’s strategy, based on the HBS reading, at the time the article was written?
2. Should Nokia’s strategy change today, based on the current economic climate? Why or why not?
3. How could the strategic planning process both hurt and help Nokia as it refines its current strategy?

Tuesday, May 5, 2009 – Week 6

In this week's class:

Turn in Strategic Planning Paper.

Informal student team presentations - final Capabilities Audit Survey

For next class:

Prepare for Capabilities Audit Survey

Week of May 11, 2009 – Week 7

Conduct Capabilities Audit Site Survey

For next class:

Read “Shakeouts in Digital Markets: Lessons from B2B Exchanges”, Day, Fein, Ruppertsberger (HBS 9-CMR-252)

Read “Managing Hypergrowth”, Izosimov (HBR R0804J)

Check course website for any readings on “Growing and Selling Your Company”

Prepare questions for next week’s guest speaker

Tuesday, May 19, 2009 – Week 8

In this week’s class:

Guest Speaker: Growing and Selling Your Company

In-class analysis of Capabilities Audit Survey

For next class:

Individual team work on Capabilities Audit Survey analysis and presentation

Tuesday, May 26, 2009 – Week 9

In this week’s class:

Capabilities Audit team presentations

For next class:

Prepare a 1-2 page paper identifying 2 new skills learned from this class that you will use in your next job

Tuesday, June 2, 2009 – Week 10

In this week’s class:

Guest speaker: Global Focus and Business Model

Feedback

Wrap-up