

## Chapter 4: Making the Case for IT

- 1) Explain and then analyze the pros and cons of Nicholas Carr's proposition that "IT Doesn't Matter" as described on pp 101-102 of your text.
- 2) What did John Seely Brown and John Hagel mean by writing (in their response to Carr's article) that "IT may be ubiquitous but the insight required to harness its potential [is not]... The gap between IT potential and business realization of that potential...has steadily widened .... [and] .... creates enormous instability in the business world." What do you make of this view?
- 3) In what sense does today's IT foster innovation support IBM's concept of "Innovation on Demand?"
- 4) What is the "legacy mindset" with respect to funding IT projects? What's wrong with it (according to the authors of your text)?
- 5) Why does Prof Kabay harp on the importance of viewing IT as an enabler of business value-creation (e.g., having IT staff think of everyone else in the organization as "customers")? How does this view fit in with the notion of the "IT Business Value Mindset"? (p 106 ff)
- 6) Is cost-saving the only or the main function of IT (in the opinion of your text's authors)? Explain, with examples.
- 7) How can IT increase revenue? Review and explain the main points.
- 8) How can IT increase asset efficiency (what's *that*)?
- 9) How does outsourcing IT functions increase asset efficiency? What are the dangers?
- 10) What did Tri\*Source experience with its outsourcing of legacy systems? What were the factors that led to this result?
- 11) How can IT be used to create sustainable advantage? Explain the key points proposed in your text.
- 12) What are the three questions proposed for any IT executive to answer in preparing a business case for IT expenditures?
- 13) What is meant by "defining metrics" for an IT (or any) project?
- 14) What are milestones? Why are they useful?
- 15) What is a post-implementation audit and what's it good for?
- 16) Describe the management failures in project management described by the authors.
- 17) What is the 80/20 rule and how does it apply to IT projects?
- 18) Using Appendix 4A, analyze the IT impact on Norwich University's business model of incorporating online education at the baccalaureate level for up to 20,000 additional non-resident students who would visit the campus only to graduate.

