15.568 – Practical Information Technology Management – Spring 2005

Class 9: Dow Corning (A), (B), (C)

<u>**Please note**</u>: Project plans are due on Thursday March 3rd before class starts. Upload them on MIT Server under the folder named Project Plan and use the following naming convention: Team_X_ProjectPlan (where X is your team number). Only one member needs to upload the file to MIT Server!

Questions and other assignment points:

Read the assigned articles:

> Brynjolfssen, R., Renshaw, A.A., & Van Alstyne, M., "The Matrix of Change", <u>SMR</u> Winter 1997, pp 37-54, reprint 3823

> Kaplan, R.S. & Norton, D.P., "The Balanced Scorecard – Measures That Drive Performance", <u>HBR</u>, Jan Feb 1992, reprint #92105

Prepare for discussion: "Dow Corning" (A), (B), (C)

Consider the following questions:

1. What are the key strategic issues and opportunities for Dick Hazleton and his top management team at Dow Corning in 1994? What are the implications of the business direction for the strategic role of IT?

2. Assess the IT function at Dow Corning in 1994. What did it do well? How well was it suited for addressing the business implications (question 1) going forward?

3. What key actions were taken in 1995 by top management and the new head of IT, Charlie Lacefield? Do these actions align with your assessment of what was needed?

4. Evaluate the implementation of Project Pride at the time of the (B) case. What risks are involved in accomplishing the full implementation of SAP and the achievement of the full scope of operational business process reengineering as intended? What recommendations regarding the project would you make? Compare the management of the project over different phases, as described for Dow Corning in the Gibson article ("IT-enabled Business Change"): does the evidence in the cases provide you with enough to make you comfortable with the way the article uses the case?

5. Describe the strategic role of IT at Dow Corning at the end of the (C) case. What changes in that would you recommend going forward? What recommendations would you make regarding how Dow Corning can achieve the full benefits of the SAP implementation going forward?

The Sociotechnical System and Its Outcomes

| Strategy Structure Systems(esp. incentives) |

| Skills Staff Style Shared Values |

→ | Organizational Culture | → | Individuals' Perspectives | → | Work Behavior | → | Business Results |