

Managing in Information Intensive Companies (MIIC)

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Fall 2014, Time: Fridays 9am to noon, 210 South Hall

Approach

1) **Process lens**

- As a manager, how do you organize a sequence of activities that guide how people carry out work within established organizations?

2) **3 processes (modules)**

- Managing innovation
- Managing collaboration
- Managing team decision making

1) Managing Innovation

How can established companies overcome their innovation problem?

- Managing the Innovation Value Chain
 - RR Donnelley (digital printing business)
- Exploration (creation) over exploitation (routine)
 - IBM new business creation
- Garnering support for innovation projects
 - New e-service at Dow Chemical

2) Managing collaboration

How can managers install effective collaboration in organizations?

- Disciplined collaboration framework
 - DNV case (professional services)
- Collaborative management & leadership
 - Morgan Stanley
- Knowledge management and “enterprise 2.0”
 - Danone KM system + enterprise 2.0 tool evaluation

3) Managing team decision making

How can teams make good decisions?

(in situations of ambiguity and incomplete information)

- Decision making in complex organizations
 - Columbia Shuttle disaster
- Group decision making exercise
 - In-class exercise
- Structuring effective D-M processes
 - Kennedy admin case
- Mount Everest tragedy
 - Comparing three expeditions

Assignments & Grades

- Class participation (40%)
- 4 assignments (25%)
- Project (35%)

Project

- Ideally in groups of 3-4
- Ideally a field project (interview people in a company)
- Examples:
 - Analysis of a process (eg Innovation Value Chain or collaboration in a company)
- Written report, due December 17
 - Project proposal due October 17