IS 628: Computer-Based Information Systems
Case Questions
Spring 2016

Case I-6 HH Gregg: Deciding on a New Information Technology Platform

1. Identify the key players in the case and describe their respective roles.
2. Focus on the role of the first CIO. What was his approach to the problem? Was this appropriate for the given situation?
3. In summary, what are the options available to Gregg’s that Nelson needs to summarize to the Board of Directors? How many options do they have?
4. Are there costs to be considered that are not quantified in the case?
5. How would you evaluate the alternatives? What would you put on a single PowerPoint slide to summarize management’s review for the Board of Directors?
6. What part of the system conversion in a situation like this presents the greatest risk?
7. Whatever path is chosen, what are the options for implementation? Can this be phased in or must it be a “flash cut”?
8. What, if anything, could the company have done differently to prevent the problems that were presented in the case?
9. What has the company done since the time of the case? Has it been successful at it?
10. What should the company do in the future?
11. What is your “take away” from this case?

Case II-3 Norfolk Southern Railway: The Business Intelligence Journey

1. Create a timeline of significant business and technology events that took place at Norfolk Southern over time. In what ways does data warehousing and business intelligence fit with Norfolk Southern strategy and business goals?
2. Describe the benefits of data warehousing and business intelligence at Norfolk Southern.
3. What did the company do right that has led to the successful deployment of data warehousing and business intelligence within Norfolk Southern?
4. What has promoted the spread or growth of data warehousing and business intelligence within and across Norfolk Southern over time?
5. What are the implications of a new ERP system, which will replace existing operational sources?
6. What, if anything, could the company have done differently to prevent the problems that were presented in the case?
7. What has the company done since the time of the case? Has it been successful at it?
8. What should the company do in the future?
9. What lessons learned from this case can be applied to other organizations? That is, what is your “take away” from this case?
Case II-4  Mining Data to Increase State Tax Revenues in California

1. What are the benefits of using the new INC system?
2. Why didn’t the California Franchise Tax Board do this type of data mining in 1980 or 1990?
3. How well did managers at the Filing Compliance Bureau address technical challenges?
4. How well did managers at the Bureau address various political and social challenges?
5. What advice would you offer Frank Lanza and Mary Yessen?
6. What, if anything, could the company have done differently to prevent the problems that were presented in the case?
7. What has the company done since the time of the case? Has it been successful at it?
8. What should the company do in the future?
9. What is your “take away” from this case?

Case III-4  The Kuali Financial System: An Open-Source Project

1. What is “open-source” software?
2. What are the advantages of adopting open-source software?
3. What are the disadvantages of adopting open-source software?
4. Why did the Kuali Project partners decide to make this an open-source system?
5. Why did the Kuali partners establish the Commercial Affiliates Program?
6. What are the major success factors for the Kuali Financials development effort?
7. What, if anything, could the company have done differently to prevent the problems that were presented in the case?
8. What has the company done since the time of the case? Has it been successful at it?
9. What should the company do in the future?
10. What is your “take away” from this case?

Case III-6  BAT Taiwan: Implementing SAP for a Strategic Transition

1. Why did BAT Taiwan believe that implementing SAP R/3 was the best enterprise system software package for this unit to implement?
2. What are the pros and cons for BAT Taiwan to use APSS personnel rather than a well-known consultant firm for an implementation partner?
3. What are some of the potential advantages associated with the usage of a BAT template for BAT Taiwan?
4. Using the five factors associated with the success of an ERP project (in Chapter 11), evaluate how well this initial implementation project was conducted.
5. What, if anything, could the company have done differently to prevent the problems that were presented in the case?
6. What has the company done since the time of the case? Has it been successful at it?
7. What should the company do in the future?
8. What is your “take away” from this case?
Case IV-2  FastTrack IT Integration for the Sallie Mae Merger

1. What were some of the factors that contributed to the choice of the CIO and the Indianapolis data center location?
2. What were the reasons that the older loan servicing application (Class) was selected over the Unity system? Do you think the executive team made the right decision, and why?
3. Why were the decision criteria different for the loan servicing application choice and the packaged financials application choice?
4. What were some of the mechanisms used by the IT organization to deal with the human element of the merger?
5. What were the pros and cons of having the internal IT group manage the Data Center Relocation, with minimal consultant support?
6. What were some of the ways that the DCR team decreased the business and technology integration risks during the Data Center Relocation?
7. What were some of the ways that communications across team members were achieved?
8. What is your “take away” from this case?

Case IV-6  The MaxFli Sales Force Automation System at BAT

1. What business problem was MaxFli trying to solve? How would you rate its effectiveness at addressing that problem?
2. Assess the specific choices made in launching and building the MaxFli project. Which decisions (if any) proved wise and which ones created challenges for the current project or later?
3. What organizational factors explain the outcomes of the MaxFli project? (Some factors may differ by end market; others may be common across the three end markets.)
4. What lessons can be drawn from the MaxFli experience? Is there a single best approach for developing systems for use across a multinational firm?
5. What, if anything, could the organization have done differently to prevent the problems that were presented in the case?
6. What has the organization done since the time of the case? Has it been successful at it?
7. What should the company do in the future?
8. What is your “take away” from this case?