

15.568 – Practical Information Technology Management – Spring 2005

Class 22: Thursday, April 28, 2005

Prepare for discussion:

"Enabling Business Strategy with IT at the World Bank", HBS case #9-304-055

We will discuss the case for the first part of the class, then tie in to Mr. Omar Baig at the IFC/World Bank for a conference call discussion.

1. Refine your list of maxims or steps for assessing and guiding the development of business strategy in relation to IT, as prepared for and discussed in our class on Tuesday, April 26.
2. Apply your list of maxims or steps as criteria to the process of IT change at the World Bank as described in the case. How did they follow or not follow your list? What other characteristics of strategy and IT mentioned in the four articles used for Tuesday's class are illustrated or not illustrated in the case?
3. How would you advise the Bank to approach the persistent question of measuring the business value of investments in IT? (Review the reading, Weill, P. & Broadbent, M., "The Evidence for Business Value", Chap 3 in Leveraging the New Infrastructure: How Market Leaders Capitalize on Information Technology, HBS Press, 1998)
4. Put yourself in Muhsin's position in the last paragraph of the case. What are some new and innovative things the Bank should consider to increase the leverage of IT internally and in the developing countries of the world?

Note: You may write a short paper on this class, the final short paper of the course, in the form of a memo to Mr. Baig. We will specify the assignment during our discussion with him. It will be due at class time on Thursday, May 5.