Course Description

The course provides an overview of the strategic management of Information Technology (IT) resources. It presents issues and examples for the alignment between IT and corporate functions. Students will learn how to establish effective IT strategy processes, review tools and techniques for strategy definition, determine personnel and financial resources for IT implementations, evaluate alternative solutions for organizing, managing and controlling IT systems. The role of the CIO and the challenges of global IT organizations will be emphasized.

Text, Readings, and Collaborative Conferencing System

- Notes & Required Articles: Included in the Moodle and in the Forums along with Bloom’s Taxonomy and other material-

Course Objectives

To provide students with an understanding of the nature of IT Strategies’ role in the present and future business environments, the methodology used in their development, and the management issues involved in their successful application to business problems. The following topics will be covered:

- Aligning IT goals and organizational strategy
- Translating strategic and IT objectives into operating principles
- IS planning: architecture, infrastructure and funding
- The IS organization: personnel, structure and leadership
- Legal and ethical issues related to using information
- Project life cycles, change control and risk management
- The role of IT in organizational change
- Organizational influences on project success (culture, rewards and measures)
- Dealing with the challenges of implementation

Honor Code

Any evidence of cheating in any form including plagiarism and cutting & pasting from the Internet, will be dealt with according to the honor code of NJIT (course failure and suspension or expulsion). Please note: There will be no warnings or chances with
regard to cheating. Any discovered case of cheating will be immediately passed to the Dean of Students for further investigation.

**This is your warning now.** Cheating is not worth it - you may not only fail this course, but also be suspended from NJIT. The full text of the NJIT Honor Code is available for your review at [http://www.njit.edu/academics/honorcode.php](http://www.njit.edu/academics/honorcode.php).

Regarding Participation

Class members come to MIS-645/IS-677 (these are the same course) with a myriad of backgrounds, experiences and opinions. Some of you will have no IT/IS experience at all! Everyone will benefit from everyone else’s experiences and knowledge. We are structuring the class to encourage discussion, both during class and on-line in-between classes. During both types of discussions, your participation in discussions especially classroom is expected, if you do not attend class or do not notify me of your absence before class I reserve the right to lower your implication grade.

Learning Goals and Learning Outcomes

<table>
<thead>
<tr>
<th>Learning Goal 4: Management of Technology</th>
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<tbody>
<tr>
<td><strong>Learning Objective 4.1</strong> Students have the ability to analyze the impact of technology in a business environment.</td>
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<tr>
<td><strong>Measurement:</strong> Benefits, Implementation, Justification of the technology, Critical assessment (Compare and contrast the technology with other similar technologies) from a business perspective.</td>
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Team Assignments

Teams are required for two assignments (Team Case). Teams will consist of 3 to 4 members. Each team member needs to contribute to the effort. Each team will have a private Moodle forum. Teams are required to use the forums. If a team member does not contribute the other members may FIRE that person or persons. That FIRED member will then be required to do the assignment on his/her own and lose 20%.

Teams will be assigned the instructor. See your profile and the team list under Teams in Moodle

**Assignments:** All assignments are due at 09:00 pm on the due date. Late assignments receive zero (0) credit. Late team assignments receive zero (0) credit for each team member. All assignments are to be posted in the appropriate assignment/forum on Moodle.

**See Moodle for assignment dates**

1. **Implications** – individual/weekly – 10%, this includes a required written document using the implication template, submitted to Moodle. This is also made up of in-class discussion comments made during the weekly discussions. Breakdown, written implication, 40 points, each comment 15 points, (= 60 points)

2. **MISQ Exec article and presentation (individual)** = 20%;
3. **Planned on-line virtual discussions – 4 (individual) – 40%**
   - D1: Initial- second week  Final four- one week later
   - D2: Initial- fourth week  Final four- two weeks later;
   - D3: Initial- eighth week Final four- two weeks later;
   - D4: Initial- tenth week Final four- two weeks later.

4. **Team Cases (2) – 1st @ 20%, 2nd @ 25% = 45%**
   - Team case 1 has two parts – individual and Group, 50% each
   - Team case 2 has three parts – Individual -50%, Group Report-30%, Group Presentation 20%

5. **Total points of course = 100**

**On-line Assignments and Virtual Class Discussions:**

The purpose of this assignment is to learn from the experiences and knowledge of each other. There will be Two (2) on-line assignments on various management information systems Topics each lasting 2 weeks.

There are two parts to the on-line discussion. The initial part is to post a summary and address the questions posted in the discussion forum. The Final 4 comments are for you, the student to discuss other student’s initial comment or subsequent comments.

Comments such as “I agree” or “I disagree” do not count. You are expected to integrate the course material in each comment. **Add value!!** **Each comment should be at least 50 words. No more than 2 comments on a single day.** If any of the required 4 comments are posted on the last two days of the open assignment you will not receive credit. Additional comments are always welcome.

**Grading Policy**

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<tbody>
<tr>
<td>A 93 and up</td>
<td>C+ 75 to 79</td>
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<tr>
<td>B+ 87 to 92</td>
<td>C 65 to 74</td>
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<td>B 80 to 86</td>
<td>F less than 65</td>
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**There are no incompletes.**

Assignments that are not completed on time receive zero (0) credit. Final grades are based on total scores including on-line and in class participation.

**Critical Thinking**

[http://www.criticalthinking.org/aboutCT/define_critical_thinking.cfm](http://www.criticalthinking.org/aboutCT/define_critical_thinking.cfm)

**Further information on Assignments:**

**MISQ Exec Review and Presentation – 20%**

**MISQ Exec Review and Presentation:** Luftman, J., & Kempaiah, R. An update on business-IT alignment: "a line" has been drawn MIS Quarterly Executive, 6(3), 2007, 165-177.
Each student should individually prepare a 5-10 page report. This report and presentation should include the following (these should also be subheadings in your report and presentation):

- Summary of the paper
- Contribution of the paper
- Integrate course concepts into your report and presentation (Very Important; this is worth more). This includes, the text, (Pearson & Saunders and discussions), and other relevant business and trade publications.
- Critique/analysis of the paper (compare & contrast); relate this to other articles and or the text. This too is very important and carries more weight.
- Lessons learned - Add value to the paper; what you have learned and what a CIO would learn.
- The report is worth 20%.
- One inch margins, double spaced only, 12 point font, you will lose points if you do not follow this formatting.

**Course Schedule:** The course schedule is subject to change depending on the speed we cover the class materials.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Reading</th>
<th>Articles</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Course Introduction</td>
<td>Introduction</td>
<td></td>
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<tr>
<td>2</td>
<td>The Information Systems Strategy Triangle</td>
<td>Chapter 1</td>
<td></td>
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<td>3</td>
<td>Strategic Use of Information Resources</td>
<td>Chapter 2</td>
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<td>4</td>
<td>Organizational Impacts of Information Systems Use</td>
<td>Chapter 3</td>
<td>TAM: Davis, 1989; Venkatesh &amp; Davis, 2000; others</td>
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<td>5</td>
<td>Information Technology and the Design of Work</td>
<td>Chapter 4</td>
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<td>6</td>
<td>Information Technology and Changing Business Processes</td>
<td>Chapter 5</td>
<td>BPM papers</td>
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<td>7</td>
<td>Architecture and Infrastructure</td>
<td>Chapter 6</td>
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<td>8</td>
<td>Information Systems Sourcing</td>
<td>Chapter 7</td>
<td>Fjermestad &amp; Saitta</td>
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<td>9</td>
<td>Governance of the ISO</td>
<td>Chapter 8</td>
<td>Patten &amp; Fjermestad</td>
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<td>10</td>
<td>Using Information Ethically</td>
<td>Chapter 9</td>
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<td>11</td>
<td>Funding IT</td>
<td>Chapter 10</td>
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<td>12</td>
<td>Project Management</td>
<td>Chapter 11</td>
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<tr>
<td>13</td>
<td>Knowledge Management</td>
<td>Chapter 12</td>
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