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 understand IT-enabled systems from a business professional’s perspective, 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. This course builds on the principles of information systems from IS-677 or MIS-645.

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:

- Understanding and describing IT-enabled systems from the business perspective
- 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

Text Book:
Reading List:

The following articles are also part of the required readings. Some should have been covered in prerequisite courses. However, their content is fundamental to many of our discussions. There may be additional readings assigned. Electronic copies for all readings will be posted in Moodle.


1 Since 1980, the Society for Information Management (SIM) has conducted surveys to help IT leaders understand important issues and trends. We will cover this article and a number of past surveys to gain a perspective of how issues and trends have evolved over time.

On the Text Book and Readings

This is fundamentally a course in IT Strategy. In order to develop IT strategy for an organization, the IT professional must understand the work systems of that organization from the business professional's perspective. Steven Alter provides an extremely useful framework for understanding organizational work systems and the role that people, information, and technology have in them. Understanding this framework provides a foundation upon which IT strategy can be built. We will cover Alter's framework for the first several weeks of the course. A number of published articles help provide reference and context. Additional background information is available at http://www.stevenalter.com.

The Pearson and Saunders text covers a range of topics, some of which you should be familiar with from previous course work. We will explore these topics from the perspective of how information systems create opportunity and value for the organization. The articles from the reading list supplement the text book providing additional current and classic approaches to the topics under discussion. Students will be expected to have completed reading assignments thoroughly and be prepared to discuss them prior to the scheduled class meetings. Lectures will not simply be a review of material covered in the text.

Discussion and Participation

Class members come to IS-679 with a myriad of backgrounds, experiences and opinions. Some may be practicing IT professionals and others may have no work experience at all. All will benefit from everyone else's knowledge. The class is structured to encourage discussion and I expect everyone to join in these discussions and contribute appropriately, both in-class and online. We will use Moodle for online discussion. For in-class and online discussion, you will need to make substantive contributions beyond simple statements such as "I agree". Discussion and participation is worth 15% of your final grade. I will update the current status of your “Participation Grade” in Moodle throughout the term. If you are regularly unprepared for discussion and participation, this will have a significant negative impact on your final grade.

Course Structure and Assignments (Individual and Team)

There will be several individual and team assignments over the semester. Team assignments will be presented to the class with peer evaluations considered in the assignment's grade. Details on each assignment will be posted in Moodle. There will be a single exam currently scheduled for Tuesday, December 6. Some of the content covered in the team presentations will be included in the exam.

Teams
Teams will be randomly assigned by the instructor and will be different for each assignment (In the business world, you rarely get to pick your co-workers/team members, so this is meant to reflect reality). Teams will consist of 2 to 4 members, depending on the assignment. Each team member needs to contribute to the effort. If a team member does not contribute the other members may "FIRE" that member. The FIRED member will then be required to do the assignment on his/her own and lose 20%.

Honor Code

Any evidence of cheating in any form, including plagiarism, 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

Initial Schedule

Subject to some minor modifications, here is our weekly schedule. Flexibility is built in. I am tentatively scheduled to be away on business for the weeks of October 4, October 18, and November 1. Please do not make other plans for the class meetings. We will have class online those weeks and the class meeting time can be used for teams to meet and prepare for team assignments. Reading list articles to be assigned later and posted in Moodle.

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<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Readings</th>
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<tbody>
<tr>
<td>1 – Sep 6</td>
<td>• Course Introduction</td>
<td>Gorry(1), Porter(2), Field(3), Alter(4).</td>
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<tr>
<td>2 – Sep 13</td>
<td>• Understanding IT-Enabled Systems from the Business Professional's Perspective</td>
<td>Alter(5), Carr(6)</td>
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<tr>
<td>3 – Sep 20</td>
<td>• Improving Performance of IT-Enabled Systems</td>
<td>Carr(7)</td>
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<tr>
<td>4 – Sep 27</td>
<td>• Information Systems and Strategy</td>
<td>P&amp;S – Chap. 1.</td>
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<td>Luftman(12)</td>
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<tr>
<td>5 – Oct 4 **</td>
<td>• Strategic Use of Information Resources</td>
<td>P&amp;S – Chap. 2</td>
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<tr>
<td>6 – Oct 11</td>
<td>• Key Issues for IT Management</td>
<td>Luftman(13)</td>
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<td></td>
<td>• Group Case Study Presentations</td>
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<td>7 – Oct 18 **</td>
<td>• Organizational Impacts and the Design of Work</td>
<td>P&amp;S - Chap 3, 4</td>
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<td>Keen(9), Davis(14), Venkatesh(15),</td>
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<tr>
<td>8 – Oct 25</td>
<td>• Business Process Management</td>
<td>P&amp;S - Chap. 5,6</td>
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Team Case Assignments

Teams will be assigned by the instructor. Each team will be assigned a case from the Pearlson and Saunders text. Each team will prepare written answers to the questions in the case and a PowerPoint presentation to the class that summarizes the case, the relevant issues (and reference to the class material), and a discussion of the case questions. There will be 3 of these assignments.

Team Technology Review

Teams will be assigned by the instructor. Each team will be assigned a current technology topic. In general, these topics will generally be aligned with one of the Pearlson and Saunders chapters. Each team will prepare a 45 minute presentation that provides an overview of the technology, the problems or issues the technology addresses, its benefits from both a technology and organizational perspective, and an executive summary that a CIO might use to justify organizational investment in the technology. At face value this assignment does not sound difficult, but it requires one of the most important skills and perspectives I hope you will
acquire form the course, i.e. how to articulate a value proposition for technology investment. More details will be provided later in the course. Topics available to choose from include:

- Identity and Access Management
- It Sourcing and Cloud Computing
- Business Process Management and Workflow
- Business Analytics and Knowledge Management
- Critical Success Factors for IT Project Success
- Content Management
- Building Enterprise Architecture

**Grading**

- Individual Project- “Does IT Matter?” (Parts I & II)  - 20%
- Team Case Studies - 2 @ 12.5% each  - 25%
- In-Class and On-line Discussion & Participation  - 15%
- Team Technology Review  - 20%
- Exam - In-Class December 6  - 20%

  **Total:**  - 100%

**Miscellaneous:**

- A student website for the Pearlson and Saunders text exists at [www.wiley.com/college/pearlson/](http://www.wiley.com/college/pearlson/). You may download PowerPoint slides for each chapter as well as other materials.
- Copies of PowerPoint slides that are the basis for my lectures will generally be placed in Moodle after lectures. This is because I often am asking and answering questions of the class during lectures. I suggest taking notes, noting slide numbers and reconciling your notes afterwards to the slides.
- I am generally on campus 5 days per week during normal business hours, but may not be available to meet with students. Please call my office to check if I am available to meet with you. If you send me e-mail, please put IS 679 in the SUBJECT LINE so I can filter your e-mails to be read quickly (as opposed to them being ignored as junk e-mail).
- If you have business reasons to miss the exam I must be notified in writing by November 1. Unexcused absences for the exam may result in a failure for the exam.