

RYERSON UNIVERSITY

**Ted Rogers School of Information Technology Management
and G. Raymond Chang School of Continuing Education**

COURSE OF STUDY 2017-2018

(C)ITM 707 – Strategy, Management and Acquisition

1.0 PREREQUISITE

The prerequisite for this course is ITM 410, ITM 500 and ITM 750. Students who do not have the prerequisites will be dropped from the course.

2.0 INSTRUCTOR INFORMATION

- Name:
- Office Phone Number:
- E-mail address:
- Faculty/course web site(s): <https://my.ryerson.ca>
- Office Location & Consultation hours:
 - Your instructor is available for personal consultation during scheduled consultation hours which are posted on their office door or on the course shell in D2L Brightspace. However, you are advised to make an appointment by e-mail or by telephone before coming to ensure that the professor is not unavoidably absent.
- E-mail Usage & Limits:

Students are expected to monitor and retrieve messages and information issued to them by the University via Ryerson online systems on a frequent and consistent basis. ***Ryerson requires that any official or formal electronic communications from students be sent from their official Ryerson E-mail account.*** As such emails from other addresses may not be responded to.

3.0 CALENDAR COURSE DESCRIPTION

This course explores the issues and approaches in managing the information systems function in organizations and how the IS function integrates / supports / enables various types of organizational capabilities. It takes a senior management perspective in exploring the acquisition, development and implementation of plans and policies to achieve efficient and effective information systems. The course addresses issues relating to defining the high-level IS infrastructure and the systems that support the operational, administrative and strategic needs of the organization. The remainder of the

course is focused on developing an intellectual framework that will allow leaders of organizations to critically assess existing IS infrastructures and emerging technologies as well as how these enabling technologies might affect organizational strategy. The ideas developed and cultivated in this course are intended to provide an enduring perspective that can help leaders make sense of an increasingly globalized and technology intensive business environment.

4.0 COURSE OVERVIEW

This course exposes students with various current and emergent issues faced by today’s organizations in managing information technologies. Through the case teaching method, the course not only enables students to synthesize their knowledge of management of information technologies gained in the rest of the program, but also challenges students to critically analyze how an information technology can be applied to develop/enhance organizational capabilities and empower business strategies. The objectives of the course are to enable students to develop and improve skills in:

- identifying strategic business issues
- analyze business external and internal business environment
- assessing the alignment level between business and IT, and
- developing strategies for acquisition, development, and implementation of an information technology solution

5.0 COURSE OBJECTIVES

Upon completion of the course, it is expected that the student will be able to:

- demonstrate comprehensive knowledge of IT management concepts and frameworks
- integrate key concepts from management and information technology in analysing diverse business contexts
- apply theoretical frameworks to analyse current challenges/issues in IT management and demonstrate competences identifying sound solutions to addressing these challenges/issues
- identify and analyze issues related in the process of creating business values of IT
- demonstrate a comprehensive understanding of current issues and trends in IT management
- develop solid analytical and critical thinking skills, and
- demonstrate strong presentation skills

6.0 EVALUATION

The grade for this course is composed of the mark received for each of the following components:

Evaluation Component	Percentage of the Final Grade
Case Analysis	40%
Class Participation	5%
Team Presentation	5%
Final Exam	50%
Total	100%

NOTE: Students must achieve a course grade of at least 50% to pass this course.

Citation Format for Essays and Term Papers

All essay assignments, term paper and other written works must adhere with APA citation format. Technical errors (spelling, punctuation, proofing, grammar, format, and citations) and/or inappropriate levels of language or composition will result in marks being deducted. You are encouraged to obtain assistance from the Writing Centre (www.ryerson.ca/writingcentre) for help with your written communications as needed.

You can find APA guidelines and academic referencing from the following online resources:

a) Ryerson Writing Support Web site:

<http://www.ryerson.ca/content/dam/studentlearningsupport/resources/citation-conventions/APA%20Basic%20Style%20Guide.pdf>

b) Ryerson Library for APA style guide: <https://library.ryerson.ca/guides/style/>

7.0 POSTING OF GRADES

- ❖ All grades, on assignments or tests must be posted or made available to students through the return of their work. Grades on final exams must be posted. However, as there may be other consideration in the determination of final grades, students will receive their official final grade in the course only from the Registrar. Final official course grades may not be posted or disclosed anywhere by an instructor.
- ❖ Posting of grades on the Course Management System (D2L Brightspace) is preferred. If grades are posted in hard copy they must be posted numerically sorted by student identification number after at least the **first four digits** have been removed. Instructors must inform students in all course management documentation of the method to be used in the posting of grades. Students who wish not to have their grades posted must inform the instructor in writing.
- ❖ Some graded work will be returned to students prior to the last date to drop a course without academic penalty.

8.0 TOPICS – SEQUENCE & SCHEDULE

Session	Topic	Learning Outcomes	Readings	Activities & Due Dates
1	Introduction to case study and case analysis I	<ul style="list-style-type: none">• Understand the value of the case method• Understand the steps involved in analyzing a case		
2	Introduction to case study and case analysis II	<ul style="list-style-type: none">• Get familiarized with the method for analyzing business cases• Analyze business situations by applying strategic frameworks	Chapter 0	
3	The Information Systems Strategy Triangle	<ul style="list-style-type: none">• Define and explain the Information Systems Strategy Triangle• Understand the alignment between the different types of strategies	Chapter 1	Case 1

		<ul style="list-style-type: none"> Identify and define the various business strategy frameworks 		
4	Strategic Use of Information Resources	<ul style="list-style-type: none"> Explain how information resources are used strategically Apply the Porter's Five Forces model and the Value Chain model 	Chapter 2	Case 2
5	Organizational Strategy and Information Systems	<ul style="list-style-type: none"> Understand how the use of information technology impacts an organization Understand and apply the Managerial Levers framework 	Chapter 3	Case 3
6	Digital Systems and the Design of Work	<ul style="list-style-type: none"> Understand how IT has changed the nature of work Discuss the technologies that are used to support communication, collaboration and telecommuting 	Chapter 4	Case 4
7	Architecture and Infrastructure	<ul style="list-style-type: none"> Understand how strategy drives architecture, which then drives infrastructure Identify and define different configurations for IT architecture 	Chapter 6	Case 5
8	The Business of Information Technology	<ul style="list-style-type: none"> Apply the IT Maturity model to understand the relationship between IS supply and demand Describe the business of IT and the customers it serves 	Chapter 8	Case 6
9	Managing IT Projects	<ul style="list-style-type: none"> Understand why many IT projects fail to meet their targeted goals Describe the relationship between IT projects and business strategy 	Chapter 11	Case 7
10	Information Systems Sourcing	<ul style="list-style-type: none"> Understand and apply the IS Sourcing Decision Framework Identify and compare different options for IS sourcing 	Chapter 10	Case 8
11	Business Intelligence, Knowledge Management, and Analytics	<ul style="list-style-type: none"> Understand the main concepts relating to KM, BI, and BA Describe the different levels of maturity of analytical capabilities 	Chapter 12	Case 9
12	Security, Privacy and Ethical Considerations in Information Management	<ul style="list-style-type: none"> Identify major information security threats and mitigation mechanisms Understand and apply the Normative Theories of Business Ethics 	Chapters 7 & 13	Case 10

9.0 TEACHING METHODS

Classes are taught using lectures and in-class case discussions. Students will be required to submit a number of short (one-page) mini-case analysis, approximately one per week. The mini-cases are from the textbook. In addition, each student will be required to submit several full case analysis (three-four pages) of which two will be marked. One case will be marked at mid-term; the second will be

marked at end of term. The final exam will consist of a comprehensive case, to be completed during the exam period. Students will be required to present a short analysis of a mini-case, as a team. Each team will present only one case, to be scheduled by the instructor throughout the semester.

10.0 TEXTS & OTHER READING MATERIALS

Title: Managing and Using Information Systems: A Strategic Approach (6th Edition)

Author: Kari Pearlson, Carol Saunders and Dennis Galletta

Publisher: Wiley

ISBN: 978-1119244288

Other Readings:

Cases will be selected from renowned case publishing sources (e.g., Harvard Business School, Journal of IT); students are expected to purchase their individual case copies from the online source.

11.0 VARIATIONS WITHIN A COURSE

All sections of a course (Day and CE sections) will follow the same course outline and will use the same course delivery methods, methods of evaluation, and grading schemes. Any deviations will be posted on D2L Brightspace once approved by the course coordinator.

12.0 OTHER COURSE, DEPARTMENTAL, AND UNIVERSITY POLICIES

- For more information regarding course management and departmental policies, please consult the ‘**Appendix of the Course of Study**’ which is posted on the Ted Rogers School of Information Technology Management website, <http://www.ryerson.ca/content/dam/itm/documents/cos/Appendix.pdf>. This appendix covers the following topics:
 - 12..1** Attendance & Class Participation
 - 12..2** Email Usage
 - 12..3** Request for Academic Consideration
 - 12..3.1** Ryerson Health Certificate
 - 12..3.2** Academic Accommodation for Students with Disabilities
 - 12..3.3** Religious, Aboriginal or Spiritual Observance
 - 12..3.4** Re-grading and Recalculation
 - 12..4** Examinations & Tests
 - 12..4.1** Period of Prohibition from Testing
 - 12..4.2** Make-Up of Mid-Term Tests, Assignments and Other Assessments During the Semester
 - 12..4.3** Make –Up of Final Exams
 - 12..4.4** Missing a Make-Up
 - 12..5** Late Assignments
 - 12..6** Standard of Written Work
 - 12..7** Academic Grading Policy
 - 12..8** Academic Integrity
 - 12..8.1** Turnitin.com
 - 12..9** Student Rights