

# RYERSON UNIVERSITY

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

## **(C)ITM 707 – Strategy, Management and Acquisition**

### **COURSE OUTLINE FOR 2020-2021**

#### **1.0 PREREQUISITE(S)**

The prerequisite for this course is ITM 706 and ITM750. Students who do not have the prerequisite 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 virtual consultation during scheduled consultation hours. Information on the consultation format is provided in the D2L course shell. If you wish to make an appointment, kindly do so via email to ensure the professor is available.
- E-mail Usage & Limits:

Students are expected to monitor and retrieve messages and information sent through D2L and Ryerson email on a frequent and consistent basis. In accordance with the policy on Ryerson student email accounts ([Policy 157](#)), Ryerson requires that any electronic communication by students to Ryerson faculty or staff be sent from their official Ryerson email account. Messages from other accounts may be disregarded.

#### **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, policies, and IT strategies to achieve efficient and effective information systems. The course addresses issues relating to defining the demand side, the supply side and, the control of IT and the systems that support the operational, administrative and strategic needs of the

organization. The remainder of the course is focused on developing a framework that will allow IT leaders of organizations to critically assess existing IT strategy and its alignment with the business strategy. The ideas developed and cultivated in this course are intended to provide an enduring perspective that can help IT leaders make sense of an increasingly globalized and technology intensive business environment.

#### **4.0 COURSE OBJECTIVES AND LEARNING OUTCOMES**

Learning outcomes describe what students are expected to have learned or achieved; as a result, they usually describe what students will be capable of doing, or what evidence will be provided to substantiate learning.

This course exposes students with various current and emergent issues faced by today's organizations in managing information technologies through a development of an IT strategy framework. 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 strategy 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 IT strategies for acquisition, development, control and implementation of an information technology solution

#### **COURSE OBJECTIVES**

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

- Understand and develop an IT strategy framework and demonstrate comprehensive knowledge of IT management concepts and frameworks
- integrate key concepts from management and information technology in analyzing diverse business contexts
- apply theoretical frameworks to analyze 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

#### **5.0 TEXTS & OTHER READING MATERIALS**

**Title:** Managing and Using Information Systems: A Strategic Approach (6th Edition) (B1)

**Author:** Kari Pearlson, Carol Saunders and Dennis Galletta

**Publisher:** Wiley

**ISBN:** 978-1119244288

**Title:** IT Strategy and Innovation (B2)

**Author:** James D. McKeen and Heather A. Smith

**Publisher:** Prospect Press; 4 edition (2018)

**ISBN13:** 9781943153442

### **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.

## **6.0 TEACHING METHODS**

In Fall 2020 this course will be taught remotely in virtual classrooms. Instruction will take place at scheduled hours, following the approach outlined in D2L Brightspace. You will not be required to attend the Ryerson University campus to complete this course.

Classes are taught using lectures and in-class case discussions. Students (individually) will be required to submit five case analyses (one-page). Students will also be required to present an analysis of a mini case as a team. Each team will present only one case, to be scheduled by the instructor throughout the semester. The mini cases are from the textbook (B1). In addition, each student will be required to submit two long case analyses (three pages long). 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.

## **7.0 EVALUATION, ASSESSMENT AND FEEDBACK**

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

<b>Evaluation Component</b>	<b>Percentage of the Final Grade</b>
Case Analysis	40% (20% each case)
Class Participation	5%
Team Presentation	5%
Final Exam	50%
<b>Total</b>	<b>100%</b>

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

- ❖ At least **20%** of student's grade based on individual work will be returned to students prior to the last date to drop a course in [good academic standing](#).

### **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](http://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:

[Student Learning Support > Online Resources > Writing Support Resources](#)

- [APA Basic Style Guide](#)

[Ryerson Library Citations and Style Guides](#)

- [APA Style](#)

## 8.0 PLAGIARISM DETECTION

### **Turnitin (if used in this course)**

Turnitin.com is a plagiarism prevention and detection service to which Ryerson subscribes. It is a tool to assist instructors in determining the similarity between students' work and the work of other students who have submitted papers to the site (at any university), internet sources, and a wide range of books, journals and other publications. While it does not contain all possible sources, it gives instructors some assurance that students' work is their own. No decisions are made by the service; it generates an "originality report," which instructors must evaluate to judge if something is plagiarized.

Students agree by taking this course that their written work will be subject to submission for textual similarity review to Turnitin.com. Instructors can opt to have student's papers included in the Turnitin.com database or not. Use of the Turnitin.com service is subject to the terms-of-use agreement posted on the Turnitin.com website. Students who do not want their work submitted to this plagiarism detection service must, by the end of the second week of class, consult with their instructor to make alternate arrangements.

Even when an instructor has not indicated that a plagiarism detection service will be used, or when a student has opted out of the plagiarism detection service, if the instructor has reason to suspect that an individual piece of work has been plagiarized, the instructor is permitted to submit that work in a non-identifying way to any plagiarism detection service.

### **Virtual Proctoring (if used in this course)**

Online exam(s) within this course use a virtual proctoring system. Please note that your completion of the exam will be recorded via the virtual platform and subsequently reviewed by your instructor. The virtual proctoring system provides the instructor with a recording that only includes video where possible indications of suspicious behaviour are identified. Recordings will be held for a limited period of time in order to ensure academic integrity is maintained.

Access to a computer that can support remote recording is your responsibility as a student. The computer should have the latest operating system, at a minimum Windows (10, 8, 7) or Mac (OS X 10.10 or higher) and web browser Google Chrome or Mozilla Firefox. You will need to ensure that you can complete the exam using a reliable computer with a webcam and microphone available, as well as a high-speed internet connection. Please note that you will be required to show your Ryerson OneCard prior to beginning to write the exam. In cases where you do not have a Ryerson OneCard, government issued ID is permitted.

Information will be provided prior to the exam date by your instructor who may provide an opportunity to test your set-up or provide additional information about online proctoring. Since videos of you and your environment will be recorded while writing the exam, please consider preparing the background (room / walls) so that personal details are not visible, or move to a room that you are comfortable showing on camera.

## 9.0 TOPICS – SEQUENCE & SCHEDULE

Session	Topic	Learning Outcomes	Reading(s)	Activities & Due Dates
1	Introduction to case study and case analysis I	<ul style="list-style-type: none"> <li>Understand the value of the case method</li> <li>Understand the steps involved in analyzing a case</li> </ul>	Handout on case analysis method	Videos on Case Method: <a href="https://www.youtube.com/watch?v=wudRjl1TQoI">https://www.youtube.com/watch?v=wudRjl1TQoI</a> <a href="https://www.youtube.com/watch?v=eA5R41F7d9Q">https://www.youtube.com/watch?v=eA5R41F7d9Q</a>  <b>Short Case: EBay: The World's Largest Auction Site</b> <i>Available on D2L. <u>No submission</u> required (Read for discussion in Session 2)</i>
2	Introduction to case study and case analysis II	<ul style="list-style-type: none"> <li>Get familiarized with the method for analyzing business cases</li> <li>Analyze business situations by applying strategic frameworks</li> </ul>		<b>CompSupport.com</b> <i>Available on D2L. <u>No submission</u> required (Read for discussion in Session 3)</i>
3	The Information Systems Strategy Triangle (Case 1-1, Case 1-2) (B1)	<ul style="list-style-type: none"> <li>Explain IT strategy framework as the demand side, control side and supply side</li> </ul>	Chapter 1 (B1) Chapters 2 & 20 (B2)	<b>Assignment Case 1</b>  <b>Netflix in India: The Way Ahead</b> <i>Available for purchase at:</i> <a href="https://hbsp.harvard.edu/import/653549">https://hbsp.harvard.edu/import/653549</a>

		<ul style="list-style-type: none"> <li>• Define and explain the Information Systems Strategy Triangle</li> <li>• Understand the alignment between the different types of strategies</li> <li>• Identify and define the various business strategy frameworks</li> <li>• Delivering IT strategy for business value</li> </ul>		<i>Must submit by <b>Sunday September 27 8:00 pm</b></i>
4	Strategic Use of Information Resources (Case 2-1, Case 2-2) (B1)	<ul style="list-style-type: none"> <li>• Explain how information resources are used strategically</li> <li>• Apply the Porter's Five Forces model and the Value Chain model</li> <li>• Developing and delivering on the IT value</li> </ul>	Chapter 2 (B1) Chapters 1 & 4 (B2)	<b>Participation Assignment 1</b>  <b>iMotors: New Competition in Used Cars</b> <i>Available for purchase at:</i> <a href="https://hbsp.harvard.edu/import/653549">https://hbsp.harvard.edu/import/653549</a>
5	Organizational Strategy and Information Systems (Case 3-1, Case 3-2) (B1)	<ul style="list-style-type: none"> <li>• Understand how the use of information technology impacts an organization</li> <li>• Understand and apply the Managerial Levers framework</li> </ul>	Chapter 3 (B1)	<b>Participation Assignment 2</b>  <b>Integrating Social Media into the Customer-Facing Processes at RBC Insurance</b> <i>Available on D2L</i>
6	Digital Systems and the Design of Work	<ul style="list-style-type: none"> <li>• Understand how IT has changed</li> </ul>	Chapter 4 (B1)	No Long Case Assignment

	(Case 4-1, Case 4-2) (B1)	<p>the nature of work</p> <ul style="list-style-type: none"> <li>• Discuss the technologies that are used to support communication, collaboration and telecommuting</li> <li>• Creating and evolving a technology roadmap</li> <li>• Enabling collaboration with IT</li> </ul>	Chapters 10 & 12 (B2)	
7	<p>Architecture and Infrastructure / Information Systems Sourcing (Case 6-1, Case 6-2 / Case 10-1, Case 10-2) (B1)</p>	<ul style="list-style-type: none"> <li>• Understand how strategy drives architecture, which then drives infrastructure</li> <li>• Identify and define different configurations for IT architecture</li> <li>• Understand and apply the IS Sourcing Decision Framework</li> <li>• Identify and compare different options for IS sourcing</li> </ul>	Chapters 6 & 10 (B1) Chapter 6 (B2)	No Long Case Assignment
8	<p>The Business of Information Technology (Case 8-1, Case 9-2) (B1)</p>	<ul style="list-style-type: none"> <li>• Apply the IT Maturity model to understand the relationship between IS supply and demand</li> </ul>	Chapter 8 (B1) Chapters 7, 9 & 13 (B2)	<p><b>Participation Assignment 3</b></p> <p><b>Building Innovation into the outsourcing relationship</b> <i>Available through the Library (Journal of IT Teaching Cases)</i></p>

		<ul style="list-style-type: none"> <li>Describe the business of IT and the customers it serves</li> <li>The IT budget process</li> <li>Delivering IT functions</li> <li>Linking IT to business metrics</li> </ul>		
9	Business Intelligence, Knowledge Management, and Analytics (Case 12-1, Case 12-2) (B1)	<ul style="list-style-type: none"> <li>Understand the main concepts relating to KM, BI, and BA</li> <li>Describe the different levels of maturity of analytical capabilities</li> <li>Developing IT capabilities</li> </ul>	Chapter 12 (B1) Chapters 3 & 16 (B2)	<b>Participation Assignment 4</b>  <b>Wattpad</b> Available for purchase at: <a href="https://hbsp.harvard.edu/import/653549">https://hbsp.harvard.edu/import/653549</a>
10	Security Privacy and Ethical Considerations in Information Management (Case 11-1, Case 11-2) (B1)	<ul style="list-style-type: none"> <li>Understand why many IT projects fail to meet their targeted goals</li> <li>Describe the relationship between IT projects and business strategy</li> <li>Managing IT-Based risks</li> </ul>	Chapter 11 (B1) Chapter 8 (B2)	<b>Assignment Case 2</b>  <b>Facebook - Can Ethics Scale in the Digital Age?</b> Available for purchase at: <a href="https://hbsp.harvard.edu/import/653549">https://hbsp.harvard.edu/import/653549</a>  <b>Must submit by Sunday November 15 8:00 pm</b>
11	Managing IT Projects (Case 7-2, Case 13-1) (B1)	<ul style="list-style-type: none"> <li>Identify major information security threats and mitigation mechanisms</li> <li>Understand and apply the IT Security Decision Framework Understand and apply PAPA and the Normative</li> </ul>	Chapters 7 & 13 (B1) Chapter 21 (B2)	<b>Participation Assignment 5</b>  <b>Aviron Interactive Inc.: Bootstrapping a Gamification Fitness Startup</b> Available for purchase at: <a href="https://hbsp.harvard.edu/import/653549">https://hbsp.harvard.edu/import/653549</a>

		Theories of Business Ethics <ul style="list-style-type: none"> <li>• Application portfolio management</li> </ul>		
12	Review	<ul style="list-style-type: none"> <li>• Review strategic frameworks and concepts</li> <li>• Discuss exam format</li> </ul>		No Long Case Assignment

**10.0 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.

**11.0 OTHER COURSE, DEPARTMENTAL, AND UNIVERSITY POLICIES**

For more information regarding course management and departmental policies, please consult the [Course Outline Appendix](#) which is posted on the [Ted Rogers School of Information Technology Management website](#).

**NOTE:** Students must adhere to all relevant university policies found in their online course shell in D2L and /or on the following URL: [senate-course-outline-policies](#).

The appendix covers the following topics:

- Attendance & Class Participation
- Email Account
- Request for Academic Consideration
- Examinations & Tests
- Late Assignments
- Standard of Written Work
- Academic Grading Policy
- Academic Integrity
- Student Rights

## Important Resources Available at Ryerson

- [Academic Accommodation Support](#): Ryerson University acknowledges that students have diverse learning styles and a variety of academic needs. If you have a diagnosed disability that impacts your academic experience, connect with Academic Accommodation Support (AAS). Visit the [AAS website](#) or contact [aaadmin@ryerson.ca](mailto:aaadmin@ryerson.ca) for more information. Note: All communication with AAS is voluntary and confidential, and will not appear on your transcript.
- [The Library](#) provides research workshops and individual assistance. If the University is open, there is a Research Help desk on the second floor of the library, or go to [Workshops](#).
- [Student Learning Support](#) offers group-based and individual help with writing, math, study skills, and transition support, as well as [resources and checklists to support students as online learners](#).
- You can submit an [Academic Consideration Request](#) when an extenuating circumstance has occurred that has significantly impacted your ability to fulfill an academic requirement.
- [Ryerson COVID-19 Information and Updates for Students](#) summarizes the variety of resources available to students during the pandemic.
- Familiarize yourself with the tools you will need to use for remote learning. The [Continuity of Learning Guide](#) for students includes guides to completing quizzes or exams in D2L or Respondus, using D2L Brightspace, joining online meetings or lectures, and collaborating with the Google Suite.