RUTGERS
Rutgers Business School
Newark and New Brunswick

Information Technology
Course Number: 22:544:670
Course Title: Information Technology Strategy

COURSE DESCRIPTION

Over the last few years Information Technology (IT) teams have evolved and continue evolving to establish IT organizations as business strategic partners, and CIOs and technology leaders are now included in the executive teams and are expected to play a leading role in delivering business value while solving both business and technical problems. Companies are increasing their investments in acquiring and maintaining information on themselves, the markets and on competitors, and they need systems and IT teams to enable a strategic use of the information that makes it a business asset to the organization. Developing and executing an effective Information Technology strategy that enables business strategy is critical for creating business value and gaining competitive advantage. This Course presents a framework and methodology for assessing, developing and implementing an effective IT strategy that is aligned with business needs. The course will be a combination of directed readings, lectures, case studies, one individual assignment and one group project.

The overall objective of this course is to introduce students to both technical and managerial issues and implications for IT strategies.

Course material will be placed on the course Canvas website.

COURSE MATERIALS

- Textbook (Required): Corporate Information Strategy and Management: Text and Cases, 8/e. By: Lynda M Applegate, Robert D Austin, Deborah L Soule. ISBN: 0073402931

- Textbook (Recommended): Managing and Using Information Systems: A Strategic Approach 4/e by KERI E. PEARLSON and CAROL S. SAUNDERS

- Check Canvas (canvas.rutgers.edu) and your official Rutgers email account regularly.

LEARNING GOALS AND OBJECTIVES

This course is designed to help students develop skills and knowledge in the following area(s):

Students who complete this course will demonstrate the following:
- The capability to understand and address challenges and opportunities in the management of Information Technology (IT)
- Insight on value and importance of Information Technology strategy.
- Capability to formulate an IT strategy
- Capability to communicate and implement an IT strategy
- Capability to measure impact and business value of an IT strategy

Students develop these skills and knowledge through the following course activities and assignments:
- Lectures with active interactions
- Case studies and class discussions
- Individual assignments assessing and developing recommend on a case study or a position paper
- Group project to develop an IT strategy for a company

PREREQUISITES

None

ACADEMIC INTEGRITY

I do NOT *tolerate cheating*. Students are responsible for understanding the RU Academic Integrity Policy
http://academicintegrity.rutgers.edu/

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, "On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment." I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don't let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

ATTENDANCE AND PREPARATION POLICY

Expect me to attend all class sessions. I expect the same of you. If I am to be absent, my department chair or I will send you notice via email and Canvas as far in advance as possible. If you are to be absent, report your absence in advance at https://sims.rutgers.edu/ssra/. If your absence is due to religious observance, a Rutgers-approved activity, illness, or family emergency/death and you seek makeup work, also send me an email with full details and supporting documentation within 3 days of your first absence.

For weather emergencies, consult the campus home page. If the campus is open, class will be held. Weather emergencies are not relevant for online classes.

Grade performance is a demonstrated function of attendance, preparation and participation. You can get behind very easily by skipping classes, resulting in a poor understanding of the material, which will show up as a poor grade for the class. Any class sessions missed by the student are the student's responsibility to make up, not the instructor's. **Late arrival that causes disruption**, early departure that causes disruption, excessive conversation among students (a disruption in its own right), inappropriate use of electronic devices that cause disruptions, and other actions that disrupt the classroom **are unacceptable**. The attendance sheets will be distributed at the beginning of the class and late arrival could be equivalent to the missed class. Online mode of teaching is not an excuse of missing the classes.

If you are to be absent, report your absence in advance at https://sims.rutgers.edu/ssra/. If your absence is due to religious observance, a Rutgers-approved activity, illness, or family emergency/death and you seek makeup work, also send me an email

() with full details and supporting documentation within 3 days of your first absence. Explain other aspects of your absence policy in detail; it will save you trouble later.

Expect me to remain for the entirety of each class session. I expect the same of you. If you are going to leave early, then send me the explanatory email or speak privately with me during the break.

Expect me to prepare properly for each class session. I expect the same of you. Complete all background reading and assignments. You cannot learn if you are not prepared. The minimum expectation is that for each 3-hour class session, you have prepared by studying for at least twice as many hours.

Expect me to participate fully in each class session. I expect the same of you. Stay focused and involved. You cannot learn if you are not paying attention.

CLASSROOM CONDUCT

It will be no cold calling; all participation is voluntary.

Intention to contribute to the class discussion should be flagged by hand-raising.

Cell phones are not permitted in the class for calling but you can use them if you need to access online resources for this subject. The laptops are permitted for accessing the online resources of this subject.

The bathroom breaks are permitted during the class but not during the exams.

The food & drink are permitted.

Quiet side conversations are permitted during the class discussion, not during my lecture.

EXAM DATES AND POLICIES

- o Midterm exam is the individual assignment
- o Final exam is the assigned group project
- o Students are strongly encouraged to work in groups

GRADING POLICY

Assessment:

Course grades are determined as follows: Evaluation is based on class participation, case studies readiness, individual assignment and group project:

1. Class participation and case studies - (attendance, contributions to class discussions and case studies readiness) 40%
2. Individual assignment - (Research and assess an organization's IT strategy or a position paper on IT strategy – selection needs to be approved in advance) 20%
3. Final group project - (as a group, develop an IT strategy for a business organization – company selection needs to be approved in advance) 40%

Late submissions will incur a 20% reduction in the grade for each late day.

The final grade will be based on the class curve, which will depend on the overall class performance. However, the tentative **necessary conditions** of score intervals for grades are as follows (**before** class participation score is added):

A, A-:   upper 90% - 95% (tentative curve: A upper half, A- lower half in this interval)

B+, B, B- :   75% - 89% (tentative curve: B+ upper, B middle and B- lower third in this interval)

C+, C, C-:   60% - 74% (tentative curve: C+ upper, C middle and C- lower third in this interval)

D: 50% - 59% F:
below 49%

Please note that this grade scheme is **tentative,** and the final grading scheme will be based on the scores distribution after the final exam.

There will be no extra credit assignments, quizzes, or exams. Therefore, please plan to put in your best effort right from the start. Your final grade is not subject to negotiation.

If you feel I have made an error, submit your written argument to me within one week of receiving your final grade. Clarify the precise error I made and provide all due supporting documentation. If I have made an error, I will gladly correct it. But I will adjust grades only if I have made an error. I cannot and will not

adjust grades based on consequences, such as hurt pride, lost scholarships, lost tuition reimbursement, lost job opportunities, or dismissals. Do not ask me to do so. It is dishonest to attempt to influence faculty in an effort to obtain a grade that you did not earn, and it will not work.

The grades for all assessment components will be posted at the Canvas' grade center after they are marked.

COURSE SCHEDULE

The Homework submission dates are tentative and could be set for the later dates if necessary.

Week	Topic	Items due
1	Course introduction and outline overview. Management of information systems and technology: challenges and opportunities. Understanding business models. Required reading – prescribed textbook Chapter 1	
2	Strategic management overview. Business models. IT impact on business models. Required reading – prescribed textbook Chapter 2	Select topics for individual assignment
3	IT impact on Organizations. Required reading – prescribed textbook Chapter 3	
4	IT impact on organizations (continues) Required reading – prescribed textbook Chapter 3	
5	Making the case for Information Technology. Required reading – prescribed textbook Chapter 4	
6	Five competitive forces that shape strategy. Framework for developing Information Technology strategy: Objectives and business priorities	
7	Framework for developing Information Technology strategy: Assessment and situation analysis Individual assignments presentations	Complete individual assignments

8	Framework for developing Information Technology strategy: Objectives and business priorities Individual assignments presentations (continued) Lessons from the project discussion.	Form projects groups and select a company
9	Framework for developing Information Technology strategy: IT strategy formulation Discussion of practical lessons from the midterm projects.	Develop a one page summary introduction of your group project
10	IT strategic plans and governance What is an IT startup: procedure and challenges?	Instruction to the final projects posted
11	Information Technology strategy alignment and leadership: governance of the IT function. Required reading – prescribed textbook Chapter 9	
12	Leadership of the IT function. Required reading – prescribed textbook Chapter 10	
13	Assessing risks and measuring impact and business value – Revisit the strategy Finalize group projects presentations and reports; Q and A Session	Final group reports are due today
14	Group projects presentations	

SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at ods.rutgers.edu.

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]

[Rutgers University-Newark ODS phone (973)353-5375 or email ods@newark.rutgers.edu]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at http://vpva.rutgers.edu/.

[Rutgers University-New Brunswick incident report link: http://studentconduct.rutgers.edu/concern/. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at TitleIX@newark.rutgers.edu. If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email run.vpva@rutgers.edu]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via https://temporaryconditions.rutgers.edu .

If you are a military *veteran* or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. http://veterans.rutgers.edu/

If you are in need of *mental health* services, please use our readily available services.

[Rutgers University-Newark Counseling Center: http://counseling.newark.rutgers.edu/]

[Rutgers Counseling and Psychological Services–New Brunswick: http://rhscaps.rutgers.edu/]

If you are in need of *physical health* services, please use our readily available services.

[Rutgers Health Services – Newark: http://health.newark.rutgers.edu/]

[Rutgers Health Services – New Brunswick: http://health.rutgers.edu/]

If you are in need of *legal* services, please use our readily available services: http://rusls.rutgers.edu/

Students experiencing difficulty in courses due to *English as a second language (ESL)* should contact the Program in American Language Studies for supports.

[Rutgers–Newark: PALS@newark.rutgers.edu]

[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: http://www.ncas.rutgers.edu/rlc

[Rutgers University-Newark Writing Center: http://www.ncas.rutgers.edu/writingcenter]

[Rutgers University-New Brunswick Learning Center: https://rlc.rutgers.edu/]

[Optional items that many faculty include:

  - Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

  - Students must sign, date, and return a statement declaring that they understand this syllabus.]