

**Computer Science**  
**COURSE NUMBER: 22:198:670**  
**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.

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**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
- Check Blackboard ([blackboard.rutgers.edu](http://blackboard.rutgers.edu)) and your official Rutgers email account regularly.

**CLASS ORGANIZATION & ADMINISTRATION**

**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 Blackboard 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 a week.
- For weather emergencies, consult the campus home page. If the campus is open, class will be held.
- Expect me to arrive on time for each class session. I expect the same of you. If you are going to be tardy, then email me
- Expect me to remain for the entirety of each class session. I expect the same of you.

- 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.

- 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.

### **LEARNING GOALS AND OBJECTIVES**

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

- Formal learning goals

- 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 recommendations on a case study or a position paper
- Group project to develop an IT strategy for a company

### **PREQUISITES**

None

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### **CLASSROOM CONDUCT**

Use of phones or other electronic devices are not allowed during lectures.

### **EXAM DATES AND POLICIES:**

- Midterm exam is the individual assignment
  - Final exam is the assigned group project
  - Students are strongly encourage to work in groups
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### **FINAL GRADE ASSIGMENT**

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. Group final 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.

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.

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### **COURSE SCHEDULE**

#### **Week #1 January 26:**

1. Course introduction and outline overview
2. Management of information systems and technology: challenges and opportunities
3. Assignment: Required reading - text book pages 41-53

#### **Week #2 February 2:**

1. Strategic management overview
2. Business models
3. IBM business case introduction
4. Assignment: Required reading - IBM Business case
5. Recommended reading: Text book pages 63-79

#### **Week #3 February 16:**

1. Information Technology impact on business models
2. IBM business case discussion
3. Individual assignment
4. Assignment: Required reading - Text book pages 81-95

#### **Week #4 February 23:**

1. Information Technology impact on organizations
2. Amazon.com business case introduction
3. Assignment: Required reading - Amazon.com business case
4. Recommended reading: text book pages 101-119

#### **Week #5 March 2:**

1. Making the case for Information Technology

2. Amazon.com business case discussion
3. Assignment: Required reading – Canyon Ranch business case

**Week #6 March 9:**

1. Five competitive forces that shape strategy
2. Canyon Ranch Business case discussion
3. Assignment: Complete individual assignment

**Week #7 March 23:**

1. Framework for developing Information Technology strategy: Assessment and situation analysis
2. Individual assignments due today
3. Individual assignments presentations
4. Assignment: Form projects groups and select a company

**Week #8 March 30:**

1. Framework for developing Information Technology strategy: Objectives and business priorities
2. Individual assignments presentations
3. Assignment: develop a one page summary introduction of your group project

**Week #9 April 6:**

1. Framework for developing Information Technology strategy: IT strategy formulation
2. One page group projects summary due today
3. Assignment: Required reading – Royal DSM N.V. business case
4. Recommended reading - text book pages 403-422

**Week #10 April 13:**

1. IT strategic plans and governance
2. Royal DSM N.V. business case discussion
3. Recommended reading - text book pages 423-435

**Week #11 April 20:**

1. Information Technology strategy alignment and leadership
2. Assignment: Required reading – Volkswagen of America business case

**Week #12 April 27:**

1. Communicating the Information Technology strategy
2. Implementing the Information Technology strategy
3. Volkswagen of America business case discussion
4. Assignment: work on group projects

### **Week #13 May 4:**

1. Assessing risks and measuring impact and business value – Revisit the strategy
2. Assignment: Finalize group projects presentations and reports

### **Week #14 May 11:**

1. Final group reports are due today
2. Group projects presentations

### **ACADEMIC INTEGRITY**

*I do NOT tolerate cheating.* Students are responsible for understanding the RU Academic Integrity Policy ([http://academicintegrity.rutgers.edu/files/documents/AI\\_Policy\\_2013.pdf](http://academicintegrity.rutgers.edu/files/documents/AI_Policy_2013.pdf)). 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.” See [business.rutgers.edu/ai](http://business.rutgers.edu/ai) for more details.

### **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. <https://ods.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 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 – New Brunswick: <http://health.rutgers.edu/>

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