COURSE NUMBER: ISTM 6222

COURSE TITLE: IS/IT Strategy and Implementation – Spring 2017

CLASS: Class Room: Duques 255, Time: Wed 7:10PM – 9:40PM

COURSE DESCRIPTION: In this course, we discuss key topics in IS/IT strategy with emphasis on the role and impact of information systems and technologies. Specifically, this course covers key topics regarding why and how information systems and technologies enable organizations to achieve competitive advantage in current increasingly digitalized business environments.

PREREQUISITES: None

CONTACT HOURS: Tuesday 2:30 PM – 3:30 PM, Wednesday 4:00 PM – 5:30 PM or by appointment (email works best)

PROFESSOR: Dr. YoungKi Park
Department of Information Systems Technology Management
Office: Funger 513
Phone: 202-994-9581
E-mail: ykpark@gwu.edu

LEARNING OBJECTIVES: The main objective of this course is to prepare students to become a business leader in the digital economy, who can understand why and how IT is important for organizations to survive and thrive.

Given the rapid advances in IT in recent decades and the pervasive nature of digitization in any functional areas in business from accounting to marketing to finance, information and digital technologies become indispensable resources and ways for improving organizational performance as well as creating sustainable competitive advantages in actually every industry, government, and ecosystems.

Against this backdrop, this course helps students understand the digital-based creative destruction and transformation and the emerging opportunities and risks due to digitization. It also aims to develop students’ understanding of the tight relationships between IT, strategic management, and business performance and abilities to effectively communicate the crucial roles of IT in competitive strategies in both verbal and written languages.
Course Learning Goals
After successfully completing this course, students will have good understanding and knowledge that help to begin a career as a capable business leader specialized in IT. Specifically, students will be able to explain the following topics proficiently:

- Why and how IS/IT strategy should be aligned with business strategy,
- How IT enables firms to sense and respond to market opportunities and threats in a timely fashion to achieve and sustain competitive advantage,
- How IT contributes to value creation in the diverse business sectors,
- How to lead organizational transformation and innovation with IT,
- What the roles of CIO and senior management are in IT governance,
- How to manage strategic IT outsourcing, IT project and IT-driven risks,
- How to design enterprise IT architecture,
- How to use business analytics to compete in the big data era,

READINGS & MATERIALS:

  - Textbook is available at GW Bookstore as well as at Amazon.com (http://www.amazon.com/Adventures-IT-Leader-Robert-Austin/dp/142214660X/)

Other Materials: There will be also supplementary materials such as articles related to the topics from Harvard Business Review, MIS Quarterly Executive, CIO Magazine, MIT Sloan Management Review, and others.

GRADING:
This course will be graded on a 100-point scale.

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<th>POINTS</th>
<th>GRADE</th>
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<tr>
<td>94 - 100</td>
<td>A</td>
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<td>90 – 93.9</td>
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<td>Below 60</td>
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Student grades will be based on the following weighted average:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Reading Brief</td>
<td>20%</td>
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<tr>
<td>Class Participation</td>
<td>25%</td>
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<tr>
<td>Case Presentation (Team):</td>
<td>10%</td>
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<tr>
<td>Class Discussion</td>
<td>7%</td>
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<tr>
<td>Attendance</td>
<td>8%</td>
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<tr>
<td>Two Individual Assignments (7% &amp; 8%)</td>
<td>15%</td>
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<tr>
<td>Final Exam</td>
<td>20%</td>
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<tr>
<td>Group Project: Report (12%) &amp; Presentation (8%)</td>
<td>20%</td>
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<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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* 5 or more missing classes will result in a failure in this course.

**Reading Brief (20%)**
- For some sessions, each student should write a brief of a required reading article.
- There are total seven case briefs. The schedule and article for brief are explained in the class schedule table below (Week 2, 3, 4, 5, 6, 8).
- A brief should be no more than 250-word long. The instructor will grade a brief based on only 250 words and do not read beyond that.
- Students are supposed to read the article and write a summary based on their own understanding and their own words. So, never simply copy and paste sentences and paragraphs from the article. To get a higher score, your brief needs to show your good understanding of the key message and ideas of the case/topic, in particular, the link between IT and business (not solely IT or business).
- A brief submission is due by 7:00PM on Wednesday, just before class. After 7pm, Blackboard submission will be closed and no submission will be accepted. So, please do not wait to the deadline.
- A brief must be submitted to the Blackboard folder for each case of the week. You can also find more detailed explanation for each submission case on Blackboard.

**Class Participation (25%)**
1. **Case Presentation (by Team): 10%**
   - You need to make a team consisting of two students (max 3 students). We will have time to build a team in class, but you can also build a team after class and report your team members to me via email or in person in class.
   - Each team needs to choose one of the class topics. A team can choose one of the three designated cases (Week 6, 8, 13 - Ivey publication cases, see the schedule table below) or find a real-world case related to the topic. In class, we will have time to allocate a topic to each team and make the presentation schedules.
   - If your team does not choose a designated case, then do research from Google, Newspapers, HBR, MIT Sloan Management Review, or any sources regarding the topic you choose. You can also discuss with me.
   - Each team will have total 30 minutes to present its case in class, including Q&A.
   - Make PPT slides and send the PPT file to me via email at least by 3:00PM on the presentation day. You can ask my opinion on your topic case and presentation content any time before you send your final slides.
• You should include a slide for a few key questions of the case so that other students can actively participate in discussion. Audience active participation will have a great impact on the grading of your presentation.

• Grading: Both the Professor and audience students will grade your presentation (Professor 50% & Audience 50%).

• Grading items: 1) topic case importance, 2) good research, 3) IS/IT relevance, 4) interest and involvement expressed by audience, and 5) presentation quality/skills/in-time. The evaluation form is available at Blackboard (Team Presentation folder).

2. **Class Discussion: 7%**

• Individual students are expected to actively participate in class discussions, activities and debates. A student’s participation should be insightful and contribute to improving our collective understanding of the topics and the cases being discussed. Simple yes/no answer or question will not be considered insightful, constructive participation. Show and share your understanding of the topics being discussed.

• Both frequency and quality of participation are counted for grading.

3. **Attendance: 8%**

• A student is allowed to miss one session after the first session only in case of emergency or mandatory business trips. *However, missing a class means missing a chance to earn class discussion points.*

• Instructor checks attendance or students sign in on an attendance sheet every class.

• Leaving the classroom before a class finishes without the instructor’s prior consent will void the attendance.

• *For any reasons, 5 or more missing classes will result in a failure in this course.*

**Two Individual Assignments (15%)**

• This is an individual assignment, meaning it should be done alone.

• First assignment is to analyze the IT impact on business performance. Students will do a cost/benefit analysis regarding IT investment.

• Second assignment is about business analytics case, which requires you to understand a methodology/framework of business analytics. With the BA methodology, you will analyze a real-world case that uses business analytics to achieve a strategic goal and write a summary of the case for each step of the methodology.

• A student can consult the instructor to get some help and Q&A.

• Students are allowed to collaborate with classmates. However, as a student starts writing, she/he should stop discussing with each other, especially for the first individual assignment.
Exam (20%)

- The exam will be closed book and closed note.
- Guideline will be provided. There will be True/False, Multi-Choice, and Open-ended questions.
- It may include a case discussion. In that case, I will give a case in advance to students, but students will get the questions at the beginning of the exam to write answers.
- More detailed information for the exam will be provided when the time comes.

Group Project (20%) – Report (12%) & Presentation (8%)

A group of three students will collaborate to analyze a real-world organization in terms of IS/IT strategy, including strategic applications of information systems and technologies, mission-critical enterprise systems, enterprise architecture, business value of IT, IT outsourcing, IT risks, governance, analytics, and IT resource management which are covered in this course. Based on this analysis, each group is required to make recommendations to the organization about how to improve their IS/IT strategy to effectively achieve their goals. Each group is required to prepare about 20 ~ 25 PowerPoint slides for a 15 minute in-class presentation at the end of the semester. Also, each team should submit 2~3 page executive summary paper for this group project. Late submission will cause 20% deduction to the grade.

Detailed guidelines on this group project is available at Blackboard (Team Project folder). Instructor will explain in detail in class.

Grading

1) Group Project Report (12%): 70% from Professor and 30% from your group members’ evaluation on your contribution.

2) Team Presentation (8%): 50% from Professor and 50% from other students’ evaluation on your group presentation

Writing Standards

Look over and double-check all of your writings. Appearance, style, format, neatness, spelling and everything else counts. Written reports and presentations are very important in any business. As a business school course, all written communication is expected to conform to the highest business standards. Students will use MLA style for all papers. Refer to the following website for MLA formatting and style (click the link):

https://owl.english.purdue.edu/owl/resource/747/01/

ACADEMIC INTEGRITY:
The code of academic integrity applies to all courses in the George Washington School of Business. Please become familiar with the code. All students are expected to maintain the highest level of academic integrity throughout the course of the semester. Please note that acts of academic dishonesty during the course will be prosecuted and harsh penalties may be sought for such acts. Students are responsible for knowing what acts constitute academic dishonesty. The code may be found at:

http://www.gwu.edu/~ntegrity/code.html
CLASS POLICIES:

Normal rules of courtesy are to be adhered to by everyone, at least while in this class. This includes, but is not limited to: arrive at class on time and do not leave early, no sidebar conversations and no sending notes back-and-forth, listening to your classmates, making constructive and non-offensive comments, and giving all speakers your complete attention. Using all electronic devices for personal purposes (i.e. laptop, PDA, cell phones, watches, pager, etc.) is PROHIBITED during the class time.

Assignment Policies
Each student is responsible for identifying/obtaining materials and assignments, which are covered during any missed class session. (Suggestion: find a classmate who can become your ‘buddy’ with whom you can share class notes and information in the event you miss a class session). Missing a class session is not an excuse to not know what is going on in class. No credit is given for late assignments. Please remember that homework is due at the beginning of each class. No exceptions will be made. No late assignment/homework will be accepted. Only in exceptional cases, late submission will be accepted with a significant penalty. Thus, do not wait until the last minute.

UNIVERSITY POLICIES: Religious Accommodation

Students should notify faculty during the first week of the semester of their intention to be absent from class on their day(s) of religious observance. Faculty should extend to these students the courtesy of absence without penalty on such occasions, including permission to make up examinations. Faculty who intend to observe a religious holiday should arrange at the beginning of the semester to reschedule missed classes or to make other provisions for their course-related activities.

Disability Support Services (DSS)

Any student who may need an accommodation based on the potential impact of a disability should contact the Disability Support Services office at 202-994-8250 in the Rome Hall, Suite 102, to establish eligibility and to coordinate reasonable accommodations. For additional information please refer to: gwired.gwu.edu/dss/

Mental Health Services 202-994-5300

The University's Mental Health Services offers 24/7 assistance and referral to address students' personal, social, career, and study skills problems. Services for students include: crisis and emergency mental health consultations confidential assessment, counseling services (individual and small group), and referrals. counselingcenter.gwu.edu/