Course Syllabus: Information Technology Management

March – July 2019

X Term

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I. General Information

Course name:	Information Technology Management		
Pre-requisite:	Strategic Planning, Project Management	**ID:**	10319
Precedent:	NA	**Semester:**	2019-1
Credits:	3	**Term:**	X
Hours:	4 Hours (2 hours of theory and 2 hours of practice)	**Course Modality:**	Classroom course
Type of course and Career	**Mandatory:** Information Technology and Systems Engineering	**Course coordinator:**	Joseph Ballon A. jballon@esan.edu.pe

II. Course Outline

The course aims to present concepts, approaches, techniques and tools for developing an Information Technologies (IT) Strategic Plan, whose objectives are perfectly aligned with the strategic objectives of the organization. The course develops an analysis of the current state of business and IT management and evaluates the information architecture, IT strategy, technology architecture and applications that support the business in order to determine the gap between current and desired situation and what are the strategies to bridge the gap.

III. Course Objectives

The objective of the course is to teach participants the skills necessary to develop a strategic IT plan for a company.

IV. Learning Outcomes

Design and implement an Information Technology Strategic Plan, aligned with the business strategic objectives, integrating technology solutions with business processes in order to develop competitive advantages.

Upon successful completion of this course, the student will be able to:

- Identify and apply the Information Technologies in order to develop competitive advantages
- Develop an IT Strategic Plan aligned to business objectives
- Planning technological architecture of the organization.
- Identify, assess and prioritize those Information Technologies projects adding value for companies

V. Methodology

The teaching method used for this course includes lectures supported by pre-assigned reading and case studies.

VI. Assessment Method

Your grade in the course will be determined as follows:

PERMANENT ASSESSMENT AVERAGE 50%			
Appraisal Type	**Description**	**Weight %**	
Quizzes	3 Quizzes	20%	
Business Cases	5 Business Cases	20%	
Class participation	Class participation	10%	
Course Project	2 Deliveries	25%	25%

$$FS = (0,20 \times ME) + (0,50 \times PAA) + (0,30 \times FE)$$

Where:
FS = Final Score
ME = Midterm Exam
PAA = Permanent Appraisal Average
FE = Final Exam

VII. Scheduled Contents

WEEK	CONTENTS	ACTIVITIES / APPRAISAL
LEARNING UNIT I: STRATEGIC PERSPECTIVE OF INFORMATION TECHNOLOGIES AND THE PLANNING PROCESS LEARNING OUTCOMES: - Identify and apply the Information Technologies in order to develop competitive advantages		
1° **March 21 - 30**	**STRATEGIC PERSPECTIVE OF INFORMATION TECHNOLOGIES** 1.1 A strategic perspective of Information Technologies 1.2 Information Systems (IS) and Information Technology (IT). 1.3 The Evolution of IT in the Organizations 1.4 The Three-Era Model 1.5 The Strategic Information Systems Era 1.6 Benefits of IT Planning *J. Ward and J. Peppard. Strategic Planning for Information Systems, 3rd edition (2002) Chap 1 (pp. 1 - 52)*	Presentation of course methodology. Review of guides and guidelines for the preparation of the final assessment. Presentation of IT Strategic Plan Project
2° **April 01 – 06**	**THE PLANNING PROCESS** 2.1 The Planning Process 2.2 Problems and Barriers	Quiz

WEEK	CONTENTS	ACTIVITIES / APPRAISAL
	2.3 Planning Components 2.4 Planning Process 2.5 Plan Contents 2.6 Plan Development *J. Ward and J. Peppard. Strategic Planning for Information Systems, 3rd edition (2002) Chap 3 (pp. 118 - 162)*	
3° **April 08 - 13**	2.7 An Overview of Business Strategy and the IT Strategy Implications 2.8 The Strategic Framework 2.9 Business Strategy Formulation and Planning Process 2.10 Pressure Groups and Stakeholders 2.11 Strategy Tools and Techniques *J. Ward and J. Peppard. Strategic Planning for Information Systems, 3rd edition (2002) Chap 2 (pp. 64 - 111)*	Review of guide: (APA standards) Review of guide: Effective Presentations
4° **April 15 – 20** **Holiday 18,19 and 20 April**	2.12 Analyzing and Documenting the Business Strategy and its Implications on IT 2.13 The Internal Value Chain Analysis 2.14 The Industry Value Chain Analysis 2.15 Alternative Value Configuration Models 2.16 Information Technologies and the Value Chain *J. Ward and J. Peppard. Strategic Planning for Information Systems, 3rd edition (2002) Chap 5 (pp. 237 - 272)*	Quiz
**LEARNING UNIT II: UNDERSTANDING AND ANALYZING THE CURRENT IT SITUATION** **LEARNING OUTCOMES:** - Planning technological architecture of the organization.	
5° **April 22-27**	**UNDERSTANDING THE CURRENT IT SITUATION** 3.1 Understanding the Current IT Situation 3.2 Review IT Documentation 3.3 Documenting the Business Applications Environment 3.4 Documenting the Technical Infrastructure Environment *J. Ward and J. Peppard. Strategic Planning for Information Systems, 3rd edition (2002) Chap 4 (pp. 179 - 233)*	Case: United Services Automobile Association (USAA)
6° **April 29 - May 04**	**ANALYZING THE CURRENT IT SITUATION** 4.1 Analyzing the Current IT Situation 4.2 Conduct Industry Benchmarking 4.3 Identify IT Industry Trends and Competitor Profiles 4.4 Identify High-Level Functional Requirements and Gaps 4.5 IT SWOT Analysis 4.6 Develop Business Application options and recommendations *J. Ward and J. Peppard. Strategic Planning for Information Systems, 3rd edition (2002) Chap 4 (pp. 179 - 233)*	Case: MDCM (A) - IT Strategy Synchronization
7° **May 06 - 11**	**First Delivery of IT Strategic Plan Project**	

WEEK	CONTENTS	ACTIVITIES / APPRAISAL
8° May 13 - 18	**MIDTERM EXAM**	

LEARNING UNIT III: IT STRATEGIC PLAN AND IT GOVERNANCE

LEARNING OUTCOMES:
- Develop an IT Strategic Plan aligned to business objectives

WEEK	CONTENTS	ACTIVITIES / APPRAISAL
9° May 20 - 25	**IT STRATEGIC PLAN** 5.1 Determining the IT Strategy Direction 5.2 Developing IT Vision and Mission 5.3 Developing IT Values, Goals and Strategies 5.4 Application Architecture Definition 5.5 Classifying the applications in the portfolio *J. Ward and J. Peppard. Strategic Planning for Information Systems, 3rd edition (2002) Chap 7 (pp. 299 - 334)*	
10° May 27 – June 01	5.6 IT Infrastructure Architecture Definition 5.7 Strategies for Managing the IT Infrastructure 5.8 Linking the IT Infrastructure with The Business Strategy 5.9 Justifications of Infrastructure Investments *J. Ward and J. Peppard. Strategic Planning for Information Systems, 3rd edition (2002) Chap 11 (pp. 522 - 573)*	Quiz
11° June 03 – 08	**IT GOVERNANCE** 6.1 IT Governance 6.2 IT Governance Definition 6.3 IT Governance Framework 6.4 IT Governance Domains 6.5 COBIT as IT Governance Framework *J. Ward and J. Peppard. Strategic Planning for Information Systems, 3rd edition (2002) Chap 12 (pp. 603 - 608)*	Case: Information System Strategy at Neelkanth Drugs
12° June 10 - 15	6.6 Organizing and Resourcing 6.7 Organizing Strategies for IT Management 6.8 Organizational Design 6.9 Outsourcing Strategies *J. Ward and J. Peppard. Strategic Planning for Information Systems, 3rd edition (2002) Chap 12 (pp. 603 - 608)*	Case: West Jet Airlines- IT Governance and Corporate Strategy

LEARNING UNIT IV: MANAGING INVESTMENT AND IT SERVICES

LEARNING OUTCOMES:
- Identify, assess and prioritize those Information Technologies projects adding value for companies.

WEEK	CONTENTS	ACTIVITIES / APPRAISAL
13° June 17 - 22	**MANAGING INVESTMENT** 7.1 Managing Investments in IT 7.2 Identifying IT Projects 7.3 Investments and Priority Settings Process 7.4 Evaluating IT Investments 7.5 Setting Priorities for Applications *J. Ward and J. Peppard. Strategic Planning for Information Systems, 3rd edition (2002) Chap 9 (pp. 420 - 455)*	Case: MDCM (B) – Strategic IT Portfolio Management
14° June 24 - 29	**IT SERVICES** 8.1 Managing IT Services 8.2 IT Services Strategies 8.3 Types of IT Services 8.4 Application Development and Provisioning	

WEEK	CONTENTS	ACTIVITIES / APPRAISAL
	Strategies 8.5 ITIL Framework 8.6 Measuring the IT Strategy: The balanced scorecard 8.7 The IT Balanced Scorecard 8.8 Altering the Balanced Scorecard for IT 8.9 IT Balanced Scorecard Metrics *J. Ward and J. Peppard. Strategic Planning for Information Systems, 3rd edition (2002) Chap 10 (pp. 466 - 502)*	
15° July 01 – 06	**Final Delivery of IT Strategic Plan Project**	
16° July 08 - 13	**FINAL EXAM**	

VIII. References

Mandatory bibliography:

- Ward, J. & Peppard, J. *Strategic Planning for Information Systems*. Third Edition. ISBN-10: 0470841478, ISBN-13: 978-0470841471.

Complementary bibliography:

- Harvard Business Review. *Strategy-Focused IT Organization.* a Balanced Scorecard Reader.
- Harvard Business Review. Harvard Business Review on Aligning Technology with Strategy.
- Anita Cassidy. *A Practical Guide to Information Systems Strategic Planning*. Second Edition.
- Ireland, T. *How to Write a Great Information Technology Strategic Plan? - And Thrill Your CEO.*
- Keyes, J. *Implementing the IT Balanced Scorecard: Aligning IT with Corporate Strategy.*
- Benson, R. *From Business Strategy to IT Action: Right Decisions for a Better Bottom Line.*
- McAfee, A. *Enterprise 2.0: New Collaborative Tools for Your Organization's Toughest Challenges.*

IX. Professor

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Workgroups

Students should form workgroups to develop the cases and the course project. The number of people that will make up the groups will be determined by the first day of classes based on the number of students enrolled.

About the Cases

The cases are an important tool in the learning process of the course, but to be successful it relies on active and meaningful participation of class members. Everyone should read and be prepared to discuss the assigned case. Each workgroup should analyze the assigned case and submit a written report according with the schedule detailed in the syllabus.

The cases will be discussed in class, and each group must be ready to give a presentation about their analysis. Cases will be assigned in the first class.

About the Readings

Each class session has an associated set of readings that are intended to strengthen students' knowledge about each of the topics developed in class. The students should come to class having read the readings corresponding to the lecture.

The quizzes taken in class will be based on the readings and the topics covered in class.

Course Project

The students will develop an IT Strategic Plan of a real company, which will be chosen by the group. In the first class of the 2nd week, the students will present a brief description (one page) describing the business and industrial sector where it operates, products and / or services that sells, company size, an overview about its information technologies (ERP, CRM, web site, etc.) that the company uses, sources of information used to develop the project, etc. With my approval of the company chosen, the group will then be able to start the project.

There will be two official submissions according to the course syllabus, although students can bring drafts of their project to be reviewed in class,

Papers should be written in a style that is suitable for submission to boards and senior managers of the enterprise. The length of the term paper will not exceed 15 pages (excluding exhibits). Any paper that exceeds this length might receive a lower score.