

Title: IS Strategy, Management & Acquisition**Catalog 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 and policies to achieve efficient and effective information systems. The course addresses issues relating to defining the high-level IS infrastructure and the systems that support the operational, administrative and strategic needs of the organization. The remainder of the course is focused on developing an intellectual framework that will allow leaders of organizations to critically assess existing IS infrastructures and emerging technologies as well as how these enabling technologies might affect organizational strategy. The ideas developed and cultivated in this course are intended to provide an enduring perspective that can help leaders make sense of an increasingly globalized and technology intensive business environment.

Learning Objectives

Students will be able to:

- Understand the various functions and activities within the information systems area, including the role of IT management and the CIO, structuring of IS management within an organization, and managing IS professionals within the firm.
- Design an effective structure for various types of IS organizations
- Manage IS professionals
- Understand how to view an organization through the lens of the information systems used to enable core and supportive organizational processes as well as those that interface with suppliers and customers.
- Understand the concepts of information economics at the enterprise level.
- Gain insight into how IS represents a key source of competitive advantage for firms.
- Structure IS-related activities to maximize the value of IS within and outside the enterprise.
- Understand of existing and emerging information technologies, the functions of IS and its impact on the organizational operations.
- Understand the issues and challenges associated with successfully and unsuccessfully incorporating IS into a firm.
- Understand how strategic decisions are made concerning acquiring IS resources and capabilities including the ability to evaluate the different sourcing options.
- Manage relationships with vendors of IT services.
- Create high-quality Requests for Proposals.
- Understand the complexities of IT contract management.
- Manage intellectual property related to IT.

Topics

- The IS function
- IS strategic alignment

- Strategic use of information
- Impact of IS on organizational structure and processes
- IS economics
- IS planning
- Role of IS in defining and shaping competition
- Managing the Information Systems function
 - IS leadership: The role of the CIO and IS management
 - Structuring the IS organization
 - Hiring, retaining, and managing IS professionals
 - Managing a mixed set of internal and external resources
- Financing and evaluating the performance of Information Technology investments and operations
- Acquiring Information Technology resources and capabilities
 - Acquiring infrastructure capabilities
 - Sourcing Information Systems services
 - Sourcing Information Systems applications
- Using IS governance frameworks
- IS risk management
 - Managing organizational continuity
 - Managing security and privacy

Discussion

- The core course in IS Strategy, Management and Acquisition will take a high-level approach to the management and acquisition of IS-resources within the enterprise.
- The course will deliver the student specific strategies used in firms today to help form the basis of IS strategic management. Based on this knowledge student will then be asked to apply said strategies to management issues within an IS context.
- Specifics on what frames of strategic thinking are used in this course are left unanswered. Institutions may have certain capabilities or constraints that can be optimized to offer the best thinking for the companies that are hiring their graduates. Also, there are different regional issues that need to be addressed in order to match the current thinking with specific IS strategies.
- Using a case study methodology is highly recommended for this course as it will help the students strategically identify issues in a real-world setting. In general, it is essential that the pedagogical approaches chosen for this course will carefully consider the fact that the issues covered are at a higher level of abstraction than what the students are used to based on their practical experience in organizations.