

YORK UNIVERSITY
Faculty of Liberal Arts and Professional Studies
School of Administrative Studies

**ADMS 4511 – Managing and Implementing Strategic Information Systems,
Classroom: ACE 013; Section M,
Winter 2023**

COURSES:

Faculty: Michael Ben, mikeben@yorku.ca

Wednesday, 4.00pm to 7.00pm; Location: ACE 013

First class: Wednesday, January 11

Last class: Wednesday, April 5

COURSE INSTRUCTOR/CONTACT and VIRTUAL OFFICE HOURS:

Course director: Michael Ben, E-mail: mikeben@yorku.ca

Send email messages from inside the YorkU.ca domain only. Always include in your e-mail subject line your name, student number, class section and brief purpose of the email.

Office Hours: Inquiries are handled via email. Office hours are via Zoom, by appointment.

CALENDAR COURSE DESCRIPTION AND PREREQUISITES:

This course takes the strategic perspective of the general manager and studies how leading firms manage their IT investments. The course focuses on the business value that can be achieved rather than the details of the technology. Issues around strategic alignment and IT governance will pervade the course.

Prerequisites: 78 credits including AP/ADMS 2511 3.00. Open only to: students in Honours programs.

NOTE that this course is equivalent to ITEC 4070 3.00 and students will receive credit for only one of ADMS 4511 3.00 or ITEC 4070 3.00.

Students are personally responsible for ensuring that they have the required prerequisites as stated in the course outline or in the course calendar. Students who do not have the prerequisites are at risk of being dropped from the course at any time during the course. The department will not be responsible for refunds resulting from students being dropped from a course due to a lack of the appropriate prerequisites.

TECHNICAL REQUIREMENTS FOR TAKING THE COURSE:

Several platforms or software will be used in this course (e.g., eClass/Moodle, PowerPoint, Adobe Acrobat, Word, Zoom) through which students will interact with the course materials and the course faculty/TA, as well as with one another. In addition to a stable, higher-speed Internet connection, students will need a computer with a microphone listen to online/remote lectures, and/or a smart device with these features.

See also the Online Learning Protocol for York University:

<https://currentstudents.yorku.ca/technology-protocol-for-students>

eClass/Moodle: Please review the technology requirements and FAQs for eClass/Moodle:

<https://lthelp.yorku.ca/accessing-eclass/accessing-your-courses>

Here are some useful links for student computing information, resources and help:

Student guide to eClass/Moodle:

<https://lthelp.yorku.ca/student-guide-to-moodle>

Zoom: As a York University student, you are eligible for a licensed Zoom account. Simply sign into <https://yorku.zoom.us/> with your Passport York credentials.

Resources for Zoom:

Zoom@YorkU Best Practices: <https://uit.yorku.ca/wp-content/uploads/sites/5/2020/04/Zoom@YorkU-Best-Practicesv2.pdf>

Zoom@YorkU User Reference Guide: <https://uit.yorku.ca/wp-content/uploads/sites/3/2012/02/Zoom@YorkU-User-Reference-Guide.pdf>

Students shall note the following:

- Zoom is hosted on servers in the U.S. This includes recordings done through Zoom.
- If you have privacy concerns about your data, provide only your first name or a nickname when you join a session.
- The system is configured in a way that all participants are automatically notified when a session is being recorded. In other words, a session cannot be recorded without you knowing about it.

For more information about licensed Zoom accounts, online security and privacy, and how-to videos and resource guides, visit: <https://yorku.zoom.us/>

University Information Technology (UIT), Student Services:

<https://uit.yorku.ca/student-services/>

Faculty of Liberal Arts and Professional Studies (LA&PS) Welcome to eLearning page has helpful information and quick links to email services, computing, counselling & disability services and other useful resources:

<https://elearning.laps.yorku.ca/>

To determine **Internet connection and speed**, there are online tests, such as Speedtest (<https://www.speedtest.net/>) that can be run.

COURSE OVERVIEW

The course seeks to provide our current generation of technology-wise managers with a solid foundation for ongoing learning in building, adopting and negotiating information technology strategy for alignment with organizational strategic goals while fostering innovation. In our highly digital world, strategic planning includes the use of core, traditional technologies as well as advanced technologies such as artificial intelligence and integration with external financial technologies (FinTech).

We focus on issues around aligning IT and business strategies while considering IT governance and the IT-business relationship. We examine strategy development best practices to consider how strategic alignment of IT can be instrumental in integrating organizational resources and shaping business capabilities while taking advantage of new technologies. Strategic options are considered for organizations ranging in size from small and medium sized enterprises through to multi-national corporations.

COURSE LEARNING OBJECTIVES

Specific learning objectives include:

1. Effectively communicate your analysis of strategic case scenarios or examples in oral and written business communication.
2. Discuss how to position IT strategy in alignment with organizational strategy
3. Describe the types of value that IT can provide
4. Provide best practices for describing and obtaining IT value
5. Evaluate the alignment between IT strategy and organizational strategy
6. Discuss best practices for enabling IT as a strategic business partner and innovator
7. Examine challenges and opportunities in adoption of new and emerging technologies both internally and from the external environment
8. Discuss and derive best practices for including such adoption in the strategic planning process
9. Discuss best practices in IT governance and IT portfolio management
10. Use an evaluation framework to evaluate external IT providers
11. Provide best practices for IT leadership communications and IT capabilities management

REQUIRED COURSE TEXT / MATERIALS

Do not acquire older editions of the textbook. More than half of the text has been rewritten.

Course text:

J. McKeen and H. Smith. 2022. IT Strategy & Innovation, 5th Edition, Prospect Press

Additional required reading materials will be accessible via the course eClass website.

Warning:

(1) Photocopying more than 10% of a textbook is illegal and may involve penalties. Do not duplicate textbooks or obtain these photocopies.

(2) Students are reminded of York University's policy regarding academic dishonesty as outlined in the York student calendars and are expected to comply with those policies in the completion of their work.

WINTER 2023 DROP DATES

Last date to add a course without permission of instructor: January 22, 2023

Last date to add a course with permission of instructor: February 6, 2023

Last date to drop a course without receiving a grade: March 17, 2023

If you withdraw between March 18 and the end of classes (April 10), the course remains on your transcript without a grade and is notated as "W".

- <https://registrar.yorku.ca/enrol/dates/2022-2023/fall-winter>

EVALUATION:

<i>Course work</i>	<i>Due date</i>	<i>Weight</i>
Group presentation and discussion of one Mini-Case	Starts Week 4, one different mini-case to be presented by each group, dates subject to enrolment levels in the class. Group size maximum of four. (Minimums are subject to class enrolment.) Sign-up due by Friday, January 13, 12 noon by email for available presentation dates. Students not signed up will be allocated to groups of up to four at random.	10%
Strategy Case 1	Individual case assignment, due Week 4, February 1, at 11 am	20%
Midterm Examination	Week 6, Midterm, Covers Classes 1 through 10. Wednesday, February 15 – in class	25%
Strategy Case 2	Individual case assignment, due Week 10, March 22, at 11 am	20%
Final Examination	Covering the entire course. During regular examination schedule, April 12-27 DATES AND TIMES TBA	25%
Total		100%

ASSIGNMENTS, OUTCOMES, POLICIES AND PRACTICES:**Academic honesty and integrity**

Here at York University, we strive to maintain academic integrity to the highest extent possible. Please familiarize yourself with the meaning of academic integrity by completing York University's [SPARK Academic Integrity module](#) before completing your first quiz or assignment. Breaches of academic integrity range from cheating to plagiarism (i.e., the improper crediting of another's work or the representation of another's ideas as your own, for example). All instances of academic dishonesty in this course will be reported to the appropriate university authorities and can be punishable according to the [Senate Policy on Academic Honesty](#).

Turnitin

To promote academic integrity in this course, students will be normally required to submit their written assignments to Turnitin (via the course eClass/Moodle site) for a review of textual similarity and the detection of possible plagiarism. In so doing, students will allow their material to be included as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin service are described on the Turnitin.com website. In this course, the take home portions of the examinations will be submitted via a Turnitin link on our course website.

About the Grading Scheme

Refer to course web site and details of assignments posted on the website.

Grades submitted by an instructor are subject to review by the teaching unit in which the course is offered and by the Faculty Council or Faculty Committee on Academic Policy and Planning. Final course grades may be adjusted to conform to program or Faculty grades distribution profiles. Normally, grades appear on grade reports and transcripts as soon as they are submitted to the Registrar's Office.

<https://calendars.students.yorku.ca/2021-2022/grades-and-grading-schemes>

Class attendance is tracked and students are expected to participate in discussion and present part of their answer as time permits during the class. Students may be called upon by name.

Group presentation and discussion of one text Mini-Case

Details of the group assignment are available on our eClass course website. Completed assignments will be posted by all group members to a Turnitin link on our web site that evaluates the originality of the assignment.

Strategy case assignments

Details of the case assignments are available on our eClass course website. Completed assignments will be posted to a Turnitin link on our web site that evaluates the originality of the assignment.

Midterm exam

If the midterm examination is missed due to an illness, or other extenuating circumstance, the student should contact the instructor immediately. The documentation is to be provided the next business day after the missed midterm exam.

Missing other work

If a student misses any other work he or she will receive a grade of “0” for that piece of course work unless discussed and approved with the course director with appropriate documentation prior to the due date.

ORGANIZATION OF THE COURSE:

<i>Session Description and Learning Objectives</i>	<i>Readings, and Work Due</i>
<i>Week 1</i> Wednesday, January 11, <i>From Technology to Value</i> <i>Developing IT Strategy for Business Value</i>	Read Chapter 1 Read Chapter 2
<i>Week 2</i> Wednesday, January 18, <i>Advancing a Data Strategy</i> <i>Creating and Evolving a Digital Strategy</i>	Read Chapter 3 Read Chapter 4
<i>Week 3</i> Wednesday, January 25, <i>IT in the Cloud: Delivering Value Differently</i> <i>Effective Governance for IT Value</i>	Read Chapter 5 Read Chapter 6
<i>Week 4</i> Wednesday, February 1, <i>The IT Budgeting Process</i> <i>Cyber-risk and the Enterprise</i>	Read Chapter 7 Individual Strategy Case #1 due at 11 am Group mini-case #1 due Read Chapter 8 Group mini-case #2 due
<i>Week 5</i> Wednesday, February 8, <i>Building IT-Business Partnerships</i> <i>What to do about Shadow IT?</i>	Read Chapter 9 Group mini-case #3 due Read Chapter 10
<i>Week 6, Midterm Exam</i> Wednesday, February 15	Midterm exam The exam covers all the materials from Course text: J. McKeen and H. Smith. 2022. <i>IT Strategy & Innovation</i> , 5 th Edition, Prospect Press, chapters 1 to

	10, and slides used for lectures.
No classes February 18 – 24	<i>Reading Week</i>
Week 7 Wednesday, March 1, <i>Developing Thought Leaders in IT</i> <i>Managing Disruption in IT</i>	Read Chapter 11 Read Chapter 12
Week 8 Wednesday, March 8, <i>Enabling Personalization with IT</i> <i>Enhancing the Employee Experience with IT</i>	Read Chapter 13 Group mini-case #4 due Read Chapter 14 Group mini-case #5 due
Week 9 Wednesday, March 15, <i>Moving to the API Economy</i> <i>Engaging with Artificial Intelligence</i>	Read Chapter 15 Group mini-case #6 due Read Chapter 16
Week 10 Wednesday, March 22, <i>The New World of IT Work</i> <i>Managing Emerging Technologies</i>	Read Chapter 17 Individual Strategy Case #2 due at 11 am Read Chapter 18 Group mini-case #7 due
Week 11 Wednesday, March 29, <i>Information Security and Enablement</i> <i>Developing New IT Talent Management Capabilities</i>	Read Chapter 19 Group mini-case #8 due Read Chapter 20 Group mini-case #9 due
Week 12 Wednesday, April 5, <i>Coping with Technical Debt</i>	Read Chapter 21 Group mini-case #10 due Reading(s) on the relationships among IT Strategy, IT governance, IT management and control
Week 13 -- Final Examination During regular examination schedule, TBA April 12 to April 27, Covering the entire course DATES AND TIMES TBA	See “Relevant university regulations” section of this course outline for more details.

RELEVANT UNIVERSITY REGULATIONS

Should there be any updates to these regulations, you can review the most recent Faculty of Liberal Arts and Professional Studies regulations, which are used by SAS (the School of Administrative Studies) at:

<https://www.yorku.ca/laps/sas/academic-resources/common-course-policies/>

Deferred Exams: Deferred standing may be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes. Details can be found at <http://myacademicrecord.students.yorku.ca/deferred-standing>

Any request for deferred standing on medical grounds must **comply with University regulations. As of the writing of this outline the requirement for APS forms had been suspended. If it resumes, the University will inform you of such resumption, and you would include an Attending Physician's Statement form; a "Doctor's Note" will not be accepted.**

DSA Form: http://www.registrar.yorku.ca/pdf/deferred_standing_agreement.pdf

Attending Physician's Statement form: <http://registrar.yorku.ca/pdf/attending-physicians-statement.pdf>

For further information about the deferred exam request process at the School of Administrative Studies (SAS) go to:

<https://www.yorku.ca/laps/sas/academic-resources/deferred-exam-requests/>

In order to apply for deferred standing (**even without a DSA**), students must register at the SAS portal: <https://sas-app.laps.yorku.ca/>

followed by handing in a completed DSA form and supporting documentation directly to the main office of the School of Administrative Studies (282 Atkinson) and add your ticket number to the DSA form. The DSA and supporting documentation must be submitted no later than five (5) business days from the date of the exam. These requests will be considered on their merit and decisions will be made available by logging into the above-mentioned link. No individualized communication will be sent by the School to the students (no letter or e-mails).

Students **who submit a request in compliance with University regulation or** with approved DSA will be able to write their deferred examination during the School's deferred examination period. No further extensions of deferred exams shall be granted. The format and covered content of the deferred examination may be different from that of the originally scheduled examination. The deferred exam may be closed-book, cumulative and comprehensive and may include all subjects/topics of the textbook whether they have been covered in class or not. Any request for deferred standing on medical grounds must include an Attending Physician's Statement form; a "Doctor's Note" will not be accepted.

School of Administrative Studies deferred exams for the Winter 2022 term will be scheduled with the regularly scheduled final examinations of the Summer 2022 term.

Academic Honesty: The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. As a clear sense of academic honesty and responsibility is fundamental to good scholarship, the policy recognizes the general responsibility of all faculty members to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards. Suspected breaches of academic honesty will be investigated, and charges shall be laid if reasonable and probable grounds exist.

Students should review the York Academic Honesty policy for themselves at:

<https://www.yorku.ca/secretariat/policies/policies/academic-honesty-senate-policy-on/>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at: <https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

Grading Scheme and Feedback Policy: The grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) shall be announced, and be available in writing, within the first two weeks of class, and, under normal circumstances, graded feedback worth at least 15% of the final grade for Fall, Winter or Summer Term, and 30% for ‘full year’ courses offered in the Fall/Winter Term be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions:

Note: Under unusual and/or unforeseeable circumstances which disrupt the academic norm, instructors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible. For more information on the Grading Scheme and Feedback Policy, please visit: <https://www.yorku.ca/secretariat/policies/policies/grading-scheme-and-feedback-policy/>

Tests and Exams - the 20% Rule: For all Undergraduate courses, except those which regularly meet on Friday evening or on a weekend, tests or exams worth more than 20% will not be held in the two weeks prior to the beginning of the official examination period. For further information on the 20% Rule, please visit: <https://www.yorku.ca/secretariat/policies/policies/limits-on-the-worth-of-examinations-in-the-final-classes-of-a-term-policy/>

Reappraisals: Students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Students are normally expected to first contact the course director to discuss the grade received and to request that their tangible work be reviewed. Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed. For reappraisal procedures and information, please visit the Office of the Registrar site at: <http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>

Accommodation Procedures: LA&PS students who have experienced a misfortune or who are too ill to attend the final examination in an ADMS course should not attempt to do so; they must

pursue deferred standing. Other students should contact their home Faculty for information. For further information, please visit: <http://ds.info.yorku.ca/academic-support-accomodations/>

Religious Accommodation: York University is committed to respecting the religious beliefs and practices of all members of the community, and making accommodations for observances of special significance to adherents. For more information on religious accommodation, please visit: <https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>

Academic Accommodation for Students with Disabilities (Senate Policy)

The nature and extent of accommodations shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses. Provided that students have given sufficient notice about their accommodation needs, instructors shall take reasonable steps to accommodate these needs in a manner consistent with the guidelines established hereunder. For more information, please visit the Student Accessibility Services website at <https://accessibility.students.yorku.ca/>

Policy information is available at: <https://www.yorku.ca/secretariat/policies/policies/academic-accommodation-for-students-with-disabilities-guidelines-procedures-and-definitions/> and <https://www.yorku.ca/secretariat/policies/policies/academic-accommodation-for-students-with-disabilities-policy/>

York's disabilities offices and the Registrar's Office work in partnership to support alternate exam and test accommodation services for students with disabilities at the Keele campus. For more information on alternate exams and tests please visit <http://www.yorku.ca/altexams/> Please alert the Course Director as soon as possible should you require special accommodations.

Effective date: January 11, 2023