Managing and Implementing Strategic Information Systems

Course code: ADMS 4511. Section: M
Session: Winter. Term: W. Classroom: Accolade Building West (ACW 104) Keele

Course Information

Course Instructor: **Michael Ben**
E-mail: mikeben@yorku.ca
Office Hours: **Zoom by appointment**

Course Time & Days: **4 to 7pm - Wed**
Class Location: **ACW 104 Keele**
Course eClass site:

Land Acknowledgment

York University recognizes that many Indigenous Nations have longstanding relationships with the territories upon which York University campuses are located that precede the establishment of York University. York University acknowledges its presence on the traditional territory of many Indigenous Nations. The area known as Tkaronto has been care taken by the Anishinabek Nation, the Haudenosaunee Confederacy, and the Huron-Wendat. It is now home to many First Nation, Inuit, and Métis communities. We acknowledge the current treaty holders, the Mississaugas of the Credit First Nation. This territory is subject of the Dish with One Spoon Wampum Belt Covenant, an agreement to peaceably share and care for the Great Lakes region (LA&PS Land Acknowledgement).

You may wish to view this video about Understanding the Land Acknowledgement.

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 Description

This course takes the strategic perspective of the general manager and study 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.

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.

Course Learning Objectives

By the end of this course, students will be able to:
- Effectively communicate your analysis of strategic case scenarios or examples in oral and written business communication.
- Discuss how to position IT strategy in alignment with organizational strategy
- Describe the types of value that IT can provide
- Provide best practices for describing and obtaining IT value
- Evaluate the alignment between IT strategy and organizational strategy
- Discuss best practices for enabling IT as a strategic business partner and innovator
- Examine challenges and opportunities in adoption of new and emerging technologies both internally and from the external environment
- Discuss and derive best practices for including such adoption in the strategic planning process
- Discuss best practices in IT governance and IT portfolio management
- Use an evaluation framework to evaluate external IT providers
- Provide best practices for IT leadership communications and IT capabilities management

Course Format and Organization

This in-person course will be delivered using the Lecture format. Class time will also be used for group presentations of the assigned mini-case presentations and reviews of course content and questions. You can check this information on eClass and on the York University Courses Website.

Technical Requirements

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. This is an in-person course delivery. If for any reason the course will be moved to online format for a specific week, and Zoom will be used, the information to log on to the online class will be provided. In that case, in addition to stable, high-speed Internet connection, students will need a computer with a webcam and microphone, and/or a smart device with these features.

Using Zoom

Students shall note the following:
- Zoom is hosted on servers in the United States and Canada. Recordings done since May 4, 2022 are stored in Canada. For more information, please refer to the notes on Zoom Privacy and Security provided by Information Security at York.
- 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.

Here are some useful links for student computing information, resources, and help:
- Student Guide to eClass
- Zoom@YorkU Best Practices
- Zoom@YorkU User Reference Guide
- Student Guide to eLearning at York University

To determine Internet connection and speed, there are online tests, such as Speedtest, that can be run. If you need technical assistance, please consult the University Information Technology (UIT) Student Services web page. For more specific assistance, please write to askit@yorku.ca.

Course Communication Plan and Office Hours

Please note the following:
- 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.

- Instructor will communicate with students using course announcements via eClass, emails, important announcements at the beginning of in-person class, etc.)
- Students can communicate with one another by using York university email

Course Expectations

This section acts as a quick reference guide for students to help them understand how to get the most out of the course. Consider the expectations for the course on the following:
Class attendance mandatory and 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.

Here are the drop deadlines provided by the Registrar's Office. These are the last dates for students to drop a course without receiving a final grade:
- Fall term (F Term): November 8, 2023
- Full year (Y Term): February 8, 2024
- Winter term (Winter Term): March 11, 2024

Please note the scheduled exam periods for FW 2023-24:
- Fall term: December 7-20, 2023
- Winter term: April 10-26, 2024

Course Evaluation

Assessment	Due Date	Weight %
Mandatory Attendance and Participation	Attendance and participation are mandatory	10%
Mini-Case Group presentation	Starts Week 4, a different mini case to be presented by each group on assigned date. Instructor will assign students to the groups.	10%
Strategy Case 1	Individual case assignment, due Week 4, January 31, at 11 am	20%
Midterm Examination	Week 8, Midterm, Covers Classes 1 through 10. Wednesday, February 28 – in class	20%
Strategy Case 2	Individual case assignment, due Week 11, March 20, at 11 am	20%
Final Examination	Covering Chapters 11 to 21. During regular examination schedule, April 10-26. DATES AND TIMES TBA	20%
		100%

Submitting Assignments

Students should submit assessments to eClass as provided earlier in the assignment description. Assignments for this course must be received within the timeframe specified for the assignment and are to be handed using the submission method described.

Late Work Policy

Students are encouraged to proactively speak to instructor early in the term about how to meet or adjust assignment deadlines. Lateness penalties may apply if students do not receive prior approval to adjust assignment deadlines.

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Missed Tests and Exams

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.

Grading

The grading scheme for this course conforms to the 9-point system used in undergraduate programs at York University. For a full description of the York grading system, visit the York University Academic Calendar.

GRADE	GRADE POINT	PERCENT RANGE	DESCRIPTION
A+	9	90-100	Exceptional
A	8	80-89	Excellent
B+	7	75-79	Very Good
B	6	70-74	Good
C+	5	65-69	Competent
C	4	60-64	Fairly Competent
D+	3	55-59	Passing
D	2	50-54	Marginally Passing
E	1	(marginally below 50%)	Marginally Failing
F	0	(below 50%)	Failing

How to Use Citations

Citation expectations in the course assignments will follow either the APA, MLA, or Chicago referencing styles. Note the following resources:
* SPARK Student Papers & Academic Research Kit
* Drop-in Research Support, YorkU Libraries
* Writing Centre
* ESL Open Learning Centre

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Course Schedule: Weekly Readings and Activities

Required Course Materials

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

Course text:
IT STRATEGY & INNOVATION, Edition 5.0 by James McKeen and Heather Smith
Prospect Press Copyright 2022
<u>eTextbook</u>: - ISBN: 978-1-943153-94-7 Available from RedShelf and VitalSource.
<u>Paperbacks</u>: - ISBN: 978-1-943153-95-4 Available from RedShelf **(available from York U Bookstore)**
Direct links to online retailers are available at the publisher's website here:
https://www.prospectpressvt.com/textbooks/mckeen-it-strategy-innovation-5-0
Additional required reading materials will be accessible via the course eClass website.

Note the following:
- Photocopying more than 10% of a textbook is illegal and may involve penalties. Do not duplicate textbooks or obtain these photocopies.
- 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.

Course Schedule
The table below represents the number of weeks in a typical 3.0 credit course.

Week/Module Dates	Readings and Activities	Assessment Due Dates
Week 1 **Wed, Jan 10**	*From Technology to Value* *Developing IT Strategy for Business Value* Read Chapter 1 Read Chapter 2	
Week 2 **Wed, Jan 17**	*Advancing a Data Strategy* *Creating and Evolving a Digital Strategy* Read Chapter 3 Read Chapter 4	

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Week 3 Wed, Jan 24	*IT in the Cloud: Delivering Value Differently* *Effective Governance for IT Value* Read Chapter 5 Read Chapter 6	
Week 4 Wed, Jan 31	*The IT Budgeting Process* *Cyber-risk and the Enterprise* Read Chapter 7 Read Chapter 8	Individual Strategy Case #1 due at 11 am Group mini-case #1 due Group mini-case #2 due
Week 5 Wed, Feb 7	*Building IT-Business Partnerships* *What to do about Shadow IT?* Read Chapter 9 Read Chapter 10	Group mini-case #3 due
Week 6 Wed, Feb 14	*Developing Thought Leaders in IT* *Managing Disruption in IT* Read Chapter 11 Read Chapter 12	
Week 7 Wed, Feb 21	**Winter Reading Week: February 17-23**	

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Week 8 Wed, Feb 28	Midterm Exam	The exam covers all the materials from Course text: J. McKeen and H. Smith. 2022. IT Strategy & Innovation, 5th Edition, Prospect Press, chapters 1 to 10, Microsoft PowerPoint used for lectures. The exam will consist of a mix of multiple-choice questions and open-ended questions Location: in-class. Duration: 2.5 hours.
Week 9 Wed, March 6	*Enabling Personalization with IT* *Enhancing the Employee Experience with IT* Read Chapter 13 Read Chapter 14	Group mini-case #4 due Group mini-case #5 due
Week 10 Wed, March 13	*Moving to the API Economy* *Engaging with Artificial Intelligence* Read Chapter 15 Read Chapter 16	Group mini-case #6 due
Week 11 Wed, March 20	*The New World of IT Work* *Managing Emerging Technologies* Read Chapter 17 Read Chapter 18	Individual Strategy Case #2 due at 11 am Group mini-case #7 due
Week 12 Wed, March 27	*Information Security and Enablement* *Developing New IT Talent Management Capabilities* Read Chapter 19 Read Chapter 20	Group mini-case #8 due

YORK U

Week 13 Wed, April 3	*Coping with Technical Debt* Read Chapter 21 Reading(s) on the relationships among IT Strategy, IT governance, IT management and control	
	Final examinations: **April 10-26**	

Course Policies

All students are expected to familiarize themselves with the following information:
- Student Rights & Responsibilities
- Academic Accommodation for Students with Disabilities

Please also review the following course policies:

Academic Integrity

As a student at York University, you have a responsibility to both understand and uphold the integrity of the academic experience. The Faculty of Liberal Arts & Professional Studies supports the International Center for Academic Integrity's definition of academic integrity. That is, you will be committed to acting in all academic matters, even in the face of adversity, with honesty, trust, fairness, courage, respect and responsibility. Here is how you can demonstrate academic integrity in the completion of this course:
- **Respect the ideas of others**: Your course work should represent your own knowledge and ideas. You should not falsely claim credit for ideas that are not your own, by presenting another's work as yours. If you are quoting, paraphrasing, or summarizing another person's work in order to support your own ideas, identify the work and the author through proper citation practices. For more information about how to cite properly, use the Student Papers and Academic Research Kit (SPARK). You can improve your writing, research, and personal learning abilities through the Learning Commons, or by visiting the Writing Centre or ESL Open Learning Centre.
- **Respect your peers**: Know when you are allowed to collaborate. Ask your instructor about what group work entails when it comes to the sharing of work. In test situations and assignments, don't steal or give answers to your peers, whether in-person or online (e.g., in group chats and/or on third-party content-sharing websites, such as Chegg, Course Hero, etc.). Both cheating and aiding in

YORK U

a breach of academic honesty are violations of York University's academic honesty policy.

- **Respect your course instructor(s)**: Understand what your instructors are asking of you in class, as well as on assignments, tests and/or exams. If you are unsure, ask your professor or teaching assistant. They are committed to making you feel supported and want to assess you fairly and with integrity. Please do not submit the same piece of work for more than one course without your instructor's permission. That can be considered an act of cheating.
- **Respect yourself**: When you act with integrity, you know that your work is yours and yours alone. You do not allow others to take tests for you. You do not buy or otherwise obtain term papers or assignments. You do the work. As a result, you know that you *earned* the grades that you receive, so you can be proud of your York degree. By acting with integrity in your course work, you are also practising a valuable professional skill that is important in all workplaces.
- **Take responsibility**: If you have acted in an academically dishonest way, you can demonstrate courage and take responsibility for your mistake. You can admit your mistake to your course instructor as soon as possible.

Students who engage in academic dishonesty can be subject to disciplinary action under the *Senate Policy on Academic Honesty*. Your lack of familiarity with the Senate Policy does not constitute a defense against its application. Some academic offences can also constitute offences under the Criminal Code of Canada, which means that you may also be subject to criminal charges.

Using Generative Artificial Intelligence in this Course

Students are not permitted to use generative artificial intelligence (AI) in this course. Submitting any work created through the use of generative AI tools will be considered a violation of York University's *Senate Policy on Academic Honesty*. If you do not know whether an online resource or tool can be used in this course, please contact your instructor for guidance. For more information, please review AI Technology & Academic Integrity: Information for Students.

Turnitin

To promote academic integrity in this course, students will normally be required to submit their written assignments to Turnitin (via the course's eClass site) for a review of textual similarities 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.

YORK U

Accessibility

While all individuals are expected to satisfy the requirements of their program of study and to aspire to achieve excellence, the University recognizes that persons with disabilities may require reasonable accommodation to enable them to perform at their best. The University encourages students with disabilities to register with Student Accessibility Services to discuss their accommodation needs as early as possible in the term to establish the recommended academic accommodations that will be communicated to Course Directors through their Letter of Accommodation (LOA).

Please let your instructor know as early as possible in the term if you anticipate requiring academic accommodation so that we can discuss how to consider your accommodation needs within the context of this course. Sufficient notice is needed so that reasonable steps for accommodation can be discussed. Accommodations for tests/exams normally require three (3) weeks (or 21 days) before the scheduled test/exam to arrange.

Religious Observance Accommodation

York University is committed to respecting the religious beliefs and practices of all members of the community, and making reasonable and appropriate accommodations to adherents for observances of special significance. Should any of the dates specified in this syllabus for course examinations, tests, or deadlines conflict with a date of religious significance, please contact the instructor within the first three (3) weeks of class. If the date falls within the formal examination periods, you must complete and submit a Religious Accommodation for Examination Form at least three (3) weeks before the start of the exam period.

Intellectual Property

Course materials are designed for use as part of this particular course at York University and are the intellectual property of the instructor unless otherwise stated. Third-party copyrighted materials (such as book chapters, journal articles, music, videos, etc.) have either been licensed for use in this course or fall under an exception or limitation in Canadian copyright law. Students may not publish, post on an Internet site, sell, or otherwise distribute any course materials or work without the instructor's express permission. Course materials should only be used by students enrolled in this course.

Copying this material for distribution (e.g., uploading material to a commercial third-party website) may lead to a charge of misconduct according to York's *Code of Student Rights and Responsibilities*, the *Senate Policy on Academic Honesty*, and/or legal consequences for copyright violations.

YORK U

Student Conduct in the Learning Environment

York University is committed to fostering teaching and learning environments that are free of disruptive and/or harassing behaviour, are physically safe, and conducive to effective teaching and learning. Students and instructors are expected to maintain a professional relationship characterized by courtesy, civility, and mutual respect and to refrain from actions disruptive to such a relationship. Individuals who fail to adhere to such standards and who violate University or public law may be subject to disciplinary action by the University.

For more information, see the policies on Disruptive and/or Harassing Behaviour in Academic Situations and Student Conduct and Responsibilities, as well as the *Code of Student Rights & Responsibilities*.

Netiquette for eClass and Online Learning

Students and instructors have a joint responsibility to create and maintain a welcoming and inclusive learning environment. All students are expected to conduct themselves in accordance with the *Code of Student Rights and Responsibilities*. Please review and familiarize yourself with behaviours that support "netiquette" in virtual classrooms by consulting the Student Guide to eLearning.

Student Notice of Recording for Online Teaching and Learning

Activities for this course involve recording, in partial fulfillment of the course learning outcomes. Images, audio, text/chat messaging that have been recorded may be used and/or made available by the University to students enrolled in the course and those supporting the course for the purpose of materials review, for assessment, etc. Recordings will be managed according to the University's Common Record Schedule and will be securely destroyed when no longer needed by the University. Your personal information is protected in accordance with York University's *Guidelines on Access to Student Records and Protection of Privacy* and the *Freedom of Information and Protection of Privacy Act*. Access to online materials, including recordings or live meetings, is subject to York University's *Senate Policy on Computing and Information Technology Facilities*.

The University will use reasonable means to protect the security and confidentiality of the recorded information, but cannot provide a guarantee of such due to factors beyond the University's control, such as recordings being forwarded, copied, intercepted, circulated, disclosed, or stored without the University's knowledge or permission, or the introduction of malware into computer system which could potentially damage or disrupt the computer, networks, and security settings. The University is not responsible for connectivity/technical difficulties or loss of data associated with your hardware, software, or Internet connection.

YORK U

By engaging in course activities that involve recording, you are consenting to the use of your appearance, image, text/chat messaging, and voice and/or likeness in the manner and under the conditions specified herein. In the case of a live stream recording, if you choose not to have your image or audio recorded, you may disable the audio and video functionality. If you choose to participate using a pseudonym instead of your real name, you must disclose the pseudonym to your instructor in advance to facilitate class participation.

You are not permitted to disclose the link to/URL of an event or an event session recording or copies of recording to anyone, for any reason. Recordings are available only to authorized individuals who have been directly provided the above instructions/link for their use. Recordings for personal use, required to facilitate your learning and preparation of personal course/lecture notes, may not be shared with others without the permission of the instructor or event coordinator, and may not be published, posted, linked to, or otherwise made available online, including on social media feeds, even if those feeds are private.

Hyflex Course Policy

Hyflex sessions are digitally transmitted and may be recorded to support teaching and learning in the classroom. As a result, York University may collect your image, voice, name, personal views and opinions, and course work under the authority of The York University Act, 1965, and for use in related educational purposes. Students who participate in a Hyflex session are consenting to have their video or image transmitted and/or recorded. In addition, students who participate orally are consenting to have their voices, personal views and opinions transmitted and/or recorded. If you have concerns regarding the digital transmission or recording of your image or voice, please communicate with your instructor; you may be referred to the Associate Dean or Information and Privacy Office. Students are not permitted to use any third-party software or application to record a transmitted Hyflex session.

Recordings of Hyflex course sessions will be retained along with other posted course materials in accordance with York's Common Record Schedule. Access to any recordings should be limited to the instructor, the TA(s), and the students enrolled in the course. Instructors, TA(s) and students may not post, share, or otherwise publish recorded materials outside of the Hyflex course. Student access will be removed following the end of each term. Instructors are not to keep a copy of the recorded Hyflex session or store a copy locally on their own device or in a cloud-based service other than eClass. Recordings that include student images or audio may not be used for a subsequent offering of the course.

YORK U

As always, if you have any questions about the collection or use of your personal information, please contact your instructor or the Privacy Office at info.privacy@yorku.ca.

Student Support and Resources

To help you succeed academically, York University offers a wide range of resources and services. Everything from writing workshops and peer mentorship to wellness support and career guidance is available to fulfill our LA&PS students' needs. Explore the links below to access these on-campus resources:

- Academic Advising is available to provide students support and guidance in making academic decisions and goals.
- Student Accessibility Services are available for support and accessibility accommodation when required.
- Student Counselling, Health & Wellbeing offers workshops, resources, and counselling to support your academic success.
- Peer-Assisted Study Sessions (PASS) Program provides student study sessions for students to collaborate and enhance their understanding of course content in certain courses.
- Student Numeracy Assistance Centre at Keele (SNACK) supports students in courses involving math, stats, and Excel.
- The Writing Centre provides multiple avenues of writing-based support including drop-in sessions, one-to-one appointments, a Multilingual Studio, and an Accessibility Specialist.
- ESL Open Learning Centre (OLC) supports students with building proficiency in reading, writing, and speaking English.
- Learning Skills Services provides tips for time management, effective study and learning habits, keeping up with coursework, and other learning-related supports.
- Learning Commons provides links to supports for time management, writing, study skills, preparing for exams, and other learning-related resources.
- Roadmap to Student Success provides students with timely and targeted resources to help them achieve academic, personal, and professional success.
- Office of Student Community Relations (OSCR) is responsible for administering the *Code of Student Rights & Responsibilities* and provides critical incident support.
- goSAFE is staffed by York students and can accompany York community members to and from any on-campus location, such as the Village Shuttle pick-up hub, parking lots, bus stops, or residences.

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For a full list of academic, wellness, and campus resources visit Student Support & Resources.

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