MIS6250
IS Strategy and Planning

Class

Time: Tuesday 6:30 - 9:20 P.M.

Location: SFH371

Instructor

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Required Texts

Moazed, Alex and Johnson, Nicholas L. (2016). *Monopolies: What it takes to dominate the 21st century economy*. New York, NY: St. Martin's Press. ISBN: 9781250091901, ISBN10:125009190X

Ross, Jeanne W., Weill, Peter, and Robertson, David C. (2006). *Enterprise Architecture as Strategy*. Boston, Massachusetts: Harvard Business School Press. ISBN: 1-59139-839-8

Shapiro, Carl and Varian, Hal R. (1999). *Information rules: a strategic guide to the network economy*. Boston, Massachusetts: Harvard Business School Press. ISBN: 0-87584-863-X

Additional readings can be found on the course website http://moodle.oakland.edu

Course Objectives

This course examines the effects that information systems (IS) and information technology (IT) have on business performance and how they provide strategic options for organizations. In today's business environment, IT is pervasive and is an integral factor in determining how organizations function and how people work. For many organizations, IT represents the largest capitol expenditure. How effectively IT is used can determine a firm's success or failure. An existing IT infrastructure can enable or inhibit business opportunities. The degree to which systems are integrated can determine whether there is duplication of effort and whether information needed to run the business is available. A well thought out IT strategy can yield lower costs, better business performance, and the development of unique information based products and services. Conversely, an incoherent technology strategy may lead to ad hoc solutions to unanticipated problems, conflict among stakeholders, and misuse of resources.

In addition, this course will examine the importance of platforms in the current IT ecosystem. The authors of the book *Monopolies: What it takes to dominate the 21st century economy* note that platforms characterize the current IT revolution that affects firms in today's business environment. This book provides a well thought out framework for understanding and exploiting IT platforms.

Some topics covered in the course include:
- What is strategy and in particular what is IT strategy?
- How should IT strategy be aligned with business strategy?
- What options have been made available through new technological developments and through the information economy?
- How are standards important to IT management and use?
- How are IT architecture and IT infrastructure important to strategy?
- Why are well designed processes important to implementing new IT systems such as ERP, and a key to strategy?
- How does architectural maturity relate to outsourcing, acquisitions, and agility?
- How are platforms important for understanding the 21ts century information economy?

Conduct of the Course

The course will include lectures, a group project, case analyses, classroom discussions, online discussions, and an exam. The typical class session when we meet might look something like the following figure.

Meet in main classroom	→	Small group discussion	→	Lecture and other business	→	Large group discussion
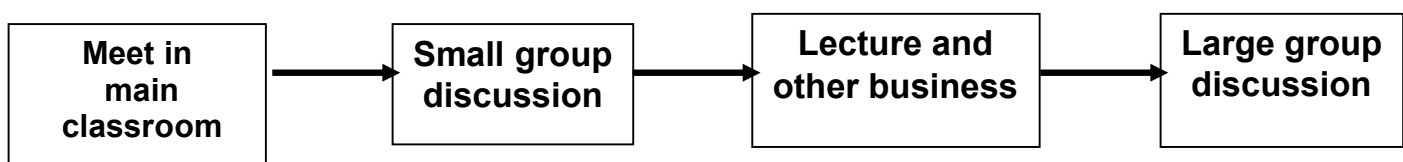
For most class sessions, the instructor will present the topical material related to the course readings. Students will be expected to discuss issues related to the reading material both in their small groups and also together with the entire class. Each student will be assigned to a group. In addition, there will be online case discussions and other online assignments completed by the groups. These will be graded. Your grade will depend on your participation within your group. At two points during the semester, students will be expected to turn in a journal that includes responses to study questions, comments about the readings, and other issues that come up during the semester. Study questions, the syllabus, and other pertinent material will be available on the Web at http://moodle.oakland.edu

In the current version of the course, I will be using an experimental approach to the examination that is typically included in courses. Rather than a single exam, at three points during the semester, there will be a take-home exam covering a subset of the course material. In addition, there will be a significant group project that includes a written report and presentation. These written assignments should conform to some accepted editorial style, APA for example. All references should be shown. **Plagiarism will not be tolerated** with penalties both to the student's grade and in accordance with university policies. Papers and other assignments uploaded to moodle.

Grading
Grades will be determined approximately as follows:

Participation -- 10%

Group Assignments --- 25%

Individual assignments and case write-ups ------------------- 15%

Exam -- 30%

Journal -- 20%

The average grade for the class will most likely be above 3.4. The final grade will be based on your score relative to other members of the class. It will be determined after all the points for the different assignments are totaled by using the following formula:

Final grade = $Xg + (S-Xt)/(H-Xt) * D$

Where: Xg = Average grade point for the class, S = the student's total points, Xt = Average total points for the class, H = the total points for the student with the highest total points, and D = the difference between 4.0 and Xg.

Note: I reserve the right to change the assignments and the weighting of the different categories. Although I will try to adhere to the assignments as described in the course schedule on the

following page, if I come up with an idea that is superior to an existing assignment, I will make a substitution. In addition, if in my judgment, the weightings described previously do not accurately reflect the effort and importance of the actual work, I may adjust the weightings. I will give you notice if I make such adjustments.

COURSE SCHEDULE

Date	Topic	Assignment
1/9	Introduction and Organization; Strategy; Introduction to the Information Economy	IR1,
1/16	Internet strategy; IS Capability; Pricing, versioning, and copyright; IT Business Value, Lock-in, The value of networks	IR 2 pp. 19-30; IR 5,6 IS Capability (Peppard); SIM Key IT Issues; Varian – Zuboff papers
1/23	Standards and Open systems; Essential patents and Fair, Reasonable, and non-Discriminatory (FRAND) pricing	IR 7-9; Understanding the IT Selection Decision; Standards Matter; Improving the Standards Process; Standard Essential Patents; How should standard essential patents be licensed; Exam Question(s) #1
1/30	Enterprise Architecture and Governance	EAS 1-3; IT Governance;
2/6	Aligning IT strategy and business strategy; IT Infrastructure and Architecture as they relate to strategy; IT governance; **online**	IT Risk Alignment, Measuring IT Performance (Mitra et al.); KLM case; Intel governance case
2/13	EA maturity and implementation	EAS 4, 5, pp. 162-4, How Cisco used EA for Growth through Acquisitions; Case study – Enterprise Architecture at Chubb; First half of journal due; Exam Question(s) #2
2/20	**Winter Break**	
2/27	Mono	Mono Prologue, 1, 2, Journal for 1st half due
3/6	Mono	Mono 3-5
3/13	Mono	Mono 6-8
3/20	Sharing Economy Platforms case **online**	Sharing Economy Platforms case;
3/27	Blockchain introduction	Estonia the Digital Republic;
4/3	Blockchain project	Exam Question(s) #3
4/10	Blockchain project presentation	
4/17	Debriefing; 2nd half of journal due	Journal for 2nd half due
	No final exam	

EAS = *Enterprise Architecture as Strategy*

IR = *Information Rules*

Mono = *Monopolies: What it takes to dominate the 21st century economy*