



COLLEGE OF
INFORMATION
STUDIES

INFM 620 (Section 0101)
Introduction to Strategic Information Management

Course Syllabus – Spring 2014

Instructor: Vikas Sahasrabudhe

Class location: HBK 1112

Class time: Tuesdays 6 – 8:45 PM

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Office: HBK 4120

Office hours: Tuesdays 3 – 5 PM and
by appointment

Course Description

Over the last few years, the global environment has been transformed in large part by leveraging capabilities of information resources (IR). Today's environment is often called the information age, knowledge economy, digital businesses, digital markets, etc. Labels aside, information resources are not just back-office process enablers any more, but they can be of strategic importance to any enterprise. To be ready to meet the challenges of this environment, this course provides an introduction to strategic management of information resources.

Course Objectives

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

1. Describe the concept, principles and practices of strategic management of information resources within an enterprise;
2. Formulate IR strategy taking into account enterprise strategy and organizational capabilities;
3. Plan implementation of IR strategy as an appropriate portfolio of IR projects;
4. Describe the concepts, principles and practices of monitoring and evaluation of IR strategy.

Textbooks

Managing & Using Information Systems: A Strategic Approach; by Keri E. Pearlson and Carol S. Saunders; 5th edition; 2012; Wiley; ISBN 978-1-118-28173-4

The Adventures of an IT leader; by Robert D. Austin, Richard L. Nolan and Shannon O'Donnell; 2009; Harvard Business Press; ISBN 978-1-4221-4660-6

Recommended Reading

Corporate Information Strategy and Management: Text and cases; by Lynda M. Applegate, Robert D. Austin and Deborah L. Soule; 8th edition; 2009; McGraw-Hill

Strategic Management: Concepts; by Fred R. David; 13th edition; 2011; Pearson Prentice Hall

References to additional papers and cases will be provided during the term. Students will have to search for further relevant information from academic and professional publications, and from vendors of information resources related products and services.

Instructional Method

All the lecture sessions will consist of a discussion of cases and articles/chapters that are assigned as homework, and introduction to new topics. Slides for the new topic will be made available before each class. You are strongly encouraged to read the textbook chapters mentioned for each lecture session (in the Class Calendar) before the class to get the most out of the session. You may be asked to lead a class discussion on short cases in those chapters. Participation in the class discussions provides you with the opportunity to clarify your understanding of the concepts and to practice applying them to the cases and articles/chapters. Your participation in the class discussions also provides your colleagues with insights drawn from your experience and perspective. Hence, you are expected to attend all classes, and participate actively in all the discussions. We will also use the available technology platform for additional discussions outside the classroom. If you cannot attend a lecture session for unavoidable causes, you need to inform the instructor in advance and you will still be responsible to submit assignments that are due that day. Since each assignment will be discussed in class on the day it is due, late submissions will not be accepted.

Attendance

Regular attendance and active participation in each class is the best way to grasp the contents of the course, as well as to accumulate points for class participation. It is your responsibility to inform the instructor in advance of any intended absence for religious observance. For absence due to medical emergency, a reasonable effort should be made to inform the instructor in advance of the class. The instructor may ask for documentation signed by health care professional for absence for more than one lecture session.

Course Assessment

The course grade will be based on a weighted total of scores for the three components as given below:

Case studies (4)	40%
Individual assignments (5)	50%
Investigative paper on one IR strategy topic	<u>10%</u>
Total	100

The letter grade for the course will be based on the weighted total score using the following scale:

A+	97 and above
A	93 to 96
A-	90 to 92
B+	87 to 89
B	83 to 86
B-	80 to 82
C+	77 to 79
C	73 to 76
C-	70 to 72
F	Less than 70

Case studies

There will be four case studies in this course to be worked on in groups. It is expected that each student will contribute fully to the work of his/her group. Each case involves analysis of the information resources related strategic decisions made by an enterprise. The deliverable from each case study will consist of a written management report addressing specific questions about those strategic decisions, such as whether those strategic decisions are appropriate for that enterprise. You must also be ready to discuss the case in class on the day the report is due. Questions, which usually accompany such case studies, often serve to provoke thoughts and to guide students to issues raised in the case. Details of these case reviews, i.e. questions, structure and style of the report, and evaluation criteria, will be distributed in class.

Individual assignments

There will be five articles/chapters to be reviewed individually. Each assignment deliverable will consist of a concise but complete report (in the style of management briefings) addressing specific questions for each article/chapter. You are encouraged to find additional information relevant to the topic of the assignment from academic publications such as Harvard Business Review and professional publications such as CIO magazine to complement to substance of the assigned article/chapter in answering the specific questions. Details of these assignments, i.e. questions, structure and style of deliverable, and evaluation criteria, will be distributed in class

Investigative paper on one IR strategy topic

This assignment, to be done in groups, will require thorough investigation of the current state of one specific topic that can be an important component of IR strategy – such as information privacy/security issues, cloud computing, outsourcing, enterprise architecture, social networking, other collaboration technologies, etc. Each group will have to write a white paper that covers the selected topic for both technical and non-technical aspects, such as what it is, what products and services are available, known examples of uses, strategic pluses and minuses, criteria for including the item in IR strategy. In addition, each group will prepare appropriate slides to present the major findings and conclusions in class, as if to a group of executives. This assignment will involve researching articles on the topic from academic and professional publications, products and services available from vendors, possible examples of the topic being in the IR strategy of some enterprises. Details of this assignment, i.e. questions, structure and style of deliverables, and evaluation criteria, will be distributed in class.

Students with disabilities

If you have a disability for which you are or may be requesting an accommodation, you are encouraged to contact the instructor and Disability Support Services (314-7682), as early as possible in the term, but not later than the second week of class. Disability Support Services will verify your disability and determine reasonable accommodations for this course.

Academic Integrity

The University of Maryland, College Park has a nationally recognized Code of Academic Integrity, administered by the Student Honor Council. This Code sets standards for academic integrity at Maryland for all undergraduate and graduate students. As a student, you are responsible for upholding these standards for this course. It is very important for you to be aware of the consequences of cheating, fabrication, facilitation, and plagiarism. For more information on the Code of Academic Integrity or the Student Honor Council, please visit <http://www.shc.umd.edu>.

Class Calendar

The schedule of lectures, cases and assignments below is subject to change without notice. Updated information will be available on the Blackboard system.

Session	Date	Lecture topic	Reading	Home work due
S1	1/28	Course overview Strategic management concepts	Austin 1,2,3	
S2	2/4	Role of Information Resources	Pearlson 1 Austin 4,5	
S3	2/11	IR and enterprise strategy	Pearlson 2	Assignment 1
S4	2/18	IR and organization capabilities	Pearlson 3,4,5	Assignment 2
S5	2/25	IR strategy formulation		Case 1
S6	3/4	IR integration	Pearlson 6 Austin 13,16	Case 2
S7	3/11	IR function management	Pearlson 7,8,9 Austin 8,9,14,15	Assignment 3
Spring break				
S8	3/25	IR policy framework	Pearlson 12 Austin 10,11,12	Case 3
S9	4/1	Leveraging data, information and knowledge	Pearlson 11	Assignment 4
S10	4/8	Globalization context for IR		Case 4
S11	4/15	IR strategy implementation plan	Austin 17	Assignment 5
S12	4/22	Managing IR projects	Pearlson 10 Austin 6,7	
S13	4/29	Monitoring and evaluation of IR strategy implementation		
S14	5/6	Investigative report presentations		IR paper
S15	5/13	Course review		