

Xavier Institute of Management, Bhubaneswar
XIM University

Course Name	IT Strategy Design and Implementation
Programme	Master's Program in Business Management (MBA - BM)
Batch	Class 2023-25
Term	Term-IV, 2024-25
Credits	3 credits
Course Instructor	Francis Castelino Email: francis@xim.edu.in Mobile: 8864013593, 9835167145

Course Introduction and Objectives

An information technology (IT) strategy has become a critical element for organizational leadership in recent times. Its growing importance mirrors the rise of technology as a critical element for business success. The importance of an IT strategy has been amplified as organizations focus on digital transformation. Ideally, this strategy should support and shape an organization's overall business strategy.

The objective of this course is to familiarize students with the approaches made for designing and implementing an IT Strategy. A strong IT strategy provides a blueprint of how technology supports and shapes the organization's overall business strategy. Its strategic goals should mirror business projects (aka business alignment) and consider the needs of key stakeholders including employees, customers and business partners.

During the course, participants will be exposed to the methods and best practices of designing a sound IT strategy for an organization by following the appropriate approach which would provide a systematic way to implement the designed strategy for business benefits. At the end of the course a participant would be taught (i) how to integrate business model with IT strategy, (ii) factors that would influence formulation of Information strategy, and (iii) implementation of IT strategy.

The course would be useful to those who want to support businesses using Information Technology and aspire to be CIOs/CEOs or work in Consultancy roles.

Course Content

The course content is to familiarize students with concepts that align the business and IT strategy and goals. It will consist of two parts:

- In the first part, students will expect to learn the theoretical background of the various underlying concepts in designing an Information Technology Strategy.
- In the second part, students will apply their learning in practical situations that need the use of this knowledge through simulated implementation experiences.

Course Learning Outcomes (CLO)

CLO1: The student will be able to develop an understanding of IT Strategy

CLO2: In a given situation, the student will be able to develop an IT Strategy

CLO3: The student will be able to implement an IT Strategy designed using the appropriate approach.

Reading and References

The material which has been compiled and distributed for the course, gives all required reading matter for class and reference purposes. This will adequately cover the objectives of the course. Participants can also refer to:

1. Benson, Robert J., Bugnitz, Thomas L., Walton William B.: "From Business Strategy to IT Action: Right Decisions for a Better Bottom Line", John Wiley & Sons, Inc., 2004.
2. Chan, Yolande E.: "Business Strategy, Information Systems Strategy, And Strategic Fit: Measurement and Performance Impacts", Western University, 1992.
3. Clarke, Steve: "Information Systems Strategic Management: An integrated approach", Routledge, 2002.
4. Harris, David W. and Azagra, Esteban: "High-Performing Information Systems Aligned With Utility Business Strategy", Water Research Foundation, 2013
5. Morgan, Tony: "Business Rules and Information Systems: Aligning IT with Business Goals", Addison Wesley, 2002.
6. Pilorget, Lionel and Schell, Thomas: "IT Management", Springer Nature, 2018.
7. Smith, Sean Stein: "Blockchain, Artificial Intelligence and Financial Services", Springer, 2020.
8. Whitley, Edgar A., Willcocks, Leslie and Venters, Will: "Moving to the Cloud Corporation: How to Face the Challenges and Harness the Potential of Cloud Computing", Springer, 2013.

Pedagogy and Students Workload

The entire course is “application oriented” and in keeping with the purpose of making the participant an effective manager, the course is based on both lecture sessions and practical work. The classroom sessions will be participative in nature with demonstration of important concepts and applications where possible. The participant will be able to apply the concepts in practical sessions and during assignments that are included for the purpose, as part of the course.

Students are expected to attend classes with full participation during the interactions in class. In addition, the material given for preparation of a given class needs to be gone through and understood. There are assignments and projects as laid out in this course outline which will need time to be devoted to a deeper understanding of the subject beyond the classroom sessions.

Session Plan

Session	Topic	Session Learnings	Reading Materials
Section 1: Delivering Value with IT			
1.	Introduction From Technology to Value	Ways in which IT can deliver business value	Handout
2.	Developing IT for Business Value	Process of strategy development	Handout and Case Study
3.	Advancing a Data Strategy	IT strategy and how it fits into the organisation's value delivery plan	Handout and Case Study
4.	Creating and Evolving a Digital Strategy		
5.	IT in the Cloud: Delivering Value Differently		
Section 2: IT-Business Partnerships			
6.	Effective Governance for IT Value	System of structures, processes and roles that guide the partnership to flourish	Handout
7.	The IT Budgeting Process	Explores current budgeting process	Handout and Case Study
8.	Cyber Risk and the Enterprise	Cyber risk as part of Enterprise Risk Management	Handout and Case Study
9.	Building IT-Business Partnerships	Adding value to IT initiatives through business partnership	Handout
10.	What to Do about Shadow IT?	How large IT investments in business can be leveraged	Handout and Case Study
Section 3: IT Enabled Innovation			
11.	Developing Thought Leaders in IT	How IT can foster thought leadership in an organisation	Handout
12.	Managing Disruption in IT	How IT can support business change in view of technological disruption	Handout and Case Study

Session	Topic	Session Learnings	Reading Materials
13.	Enabling Personalization with IT Enhancing the Employee Experience with IT	Explores how IT can be personalised for customers How IT benefits employee's productivity and customer experience	Handout, Exercise
14.	Moving to an API Economy	Opportunities and challenges of using APIs to deliver value	Handout and Case Study
15.	Engaging with Artificial Intelligence	IT's role in selecting, designing, implementing and managing AI	Handout and Case Study
Section 4: IT Strategy Execution			
16.	Group project Presentations and Discussion		Interactive
17.	The New World of IT Work	New types of IT workers who now execute technology solutions	Handout, Exercise
18.	Managing Emerging Technologies	How organisations identify and assess emerging technologies	Handout and Case Study
19.	Information Security and Enablement	Protecting company data and processes while still being agile	Handout and Case Study
20.	Developing New IT Talent Management Capabilities Coping with Technical Debt	IT workforce overhaul to meet emerging trends How to manage technical debt with future growth	Handout and Case Study

Assessment Scheme

Mid-term	20 %	CLO1 CLO2
Individual Assignment	10 %	CLO3
Group Assignment/Project	20 % (10 % Presentation + 10 % Report)	CLO1 CLO2 CLO3
Class Participation/Attendance	10 %	CLO3
End-Term	40%	CLO1 CLO2 CLO3

The components of evaluation to compute the final grade are as under:

a. Mid Term Exam:

The Mid Term exam will be held on a mutually agreed date. It will be a closed book exam with coverage of topics covered till the exam.

b. Individual Assignment:

The individual assignment consists of choosing an article from any journal of the participant's choice and doing a review (between 10 and 15 pages) on any topic connected with the course as listed in the course outline. The topic (with full reference) for this individual assignment is to be submitted by the end of the third class and the final word-processed "soft copy" and report (including soft copies of articles) by the date of the midterm exam.

c. Group Assignment/Project:

Group assignments are to be done in groups of 5 - 6 persons. Names of members of the group are to be given in by the end of the third class.

For the group assignment, the group needs to visit an existing organisation, which has implemented any of the concepts/techniques listed in the course outline. The group needs to study the implementation of the same and make a presentation/report on how the business they have studied, has implemented the concepts/techniques. Further they need to point out the lacunae/gaps in the implementation and how the same could have been used by the business to the fullest potential. For example, a group can choose to study an IT firm while another group can study the concepts in a government entity. The aim of this project is that a "real life" experience of use should be clear to the members of the group.

Each group must make a presentation in the session kept aside for the purpose and suggestions/comments given as a feedback in the class may be incorporated in the final report. The final word-processed "soft copy" and report are to be submitted on the date of the end term exam.

d. Class Participation/Attendance:

Since the main inputs for the course will be from lecture sessions, it is important for participants to be present for all classes and to participate in the discussions held in class. Participants should be prepared to contribute to the discussion of the assignments for each class. The quality of input is more important than the quantity. Institute rules will apply to participants failing to comply with the minimum requirements of attendance in class.

e. End Term Examination:

The end term exam will be an open book exam that will cover the entire course. Participant's skill and knowledge will be tested during the exam.

Academic Discipline and Integrity

Students involved in academic dishonesty will receive a ZERO grade on the particular component in which the violation occurred. Academic dishonesty consists of misrepresentation by deception or by other fraudulent means such as copying or use of unauthorized aids in tests, talking during in-class

examinations; aiding another student's dishonesty; and giving false information for the purpose of gaining credits.

Note:

- Academic Integrity will be adhered as per the norms and policy given by the Institute.
- Students identified with side talking will be asked to leave the class immediately.
- Cell phone will be seized if it rings in the class and will be handed over to the Dean's office
- Students who have not completed assignment given in the previous class will not be permitted for next class.
- While group learning is encouraged, plagiarism, cheating, academic dishonesty will not be tolerated.
- All decisions related to integrity issues will be decided as per the manual of policy.

Mapping Course Learning Outcomes (CLO) with the Program Learning Goals (PLG)

PLG#	Program Learning Goal	Trait	Addressed by Course	
			Yes	No
PLG1	Management skills	The student will be taught and will exhibit management skills	Yes	
PLG2	Functional and Technical Skills	The student will be exposed to functional and technical skills and will demonstrate the same in simulated settings	Yes	
PLG3	Analytical Skills	The student will use analytical techniques to identify a business problem and suggest a solution	Yes	
PLG4	Collaboration and teamwork attributes	The student will exhibit voluntary cooperation and effective teamwork in a group setting	Yes	
PLG5	Communication	The student will produce reasonably good quality business documents. The students will become effective and confident communicators	Yes	