

# **DIT 605: Information Technology Strategic Management**

## **School of Technology & Computing**

3 Credits, Doctoral Course  
Fall 2021

*Access to the Internet is required.*

*All written assignments must be in Microsoft-Word-compatible formats.*

*See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.*

## Faculty Information

Professional experience information for instructors is found under *Faculty Information* in the online course menu.

## Contact Information

Contact information for instructors is found under *Faculty Information* in the online course menu.

**Email:** [first name] [last name]

**Phone:** [xxx-xxx-xxxx]

**Office Hours and Response Time:** [I am available through MS Teams xxday and xxday nights between xx p.m.– xx p.m. I will respond within 24 hours. I will grade within 3 business days after the due date.]

**Bio:** (keep images under 300px wide)

## Course Description

In this course, students will examine the role that information technology plays in an organization's global strategy. Emphasis is placed on the ways that IT can enable an organization to pursue its present and future strategic direction. The role of the IT leader, as a senior member of an organization, is defined as well as the need to build a strong IT team that can provide innovative solutions to complex and global IT challenges.

## Course Resources

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Note: resources listed under "Required - Must Purchase" should be purchased from a vendor of the student's own choosing; resources listed under "Available from the Library" are available at no cost to students.

## Course Outcomes

As a result of this course, students will know or be able to do the following:

- Apply core management principles and concepts for IT in an organization's global strategy
- Analyze the impact of globalization and emerging trends in relation to IT
- Evaluate the appropriate IT management framework to achieve the future business strategy
- Evaluate strengths and limitations of current technologies using appropriate frameworks
- Create a roadmap to deliver business value through the strategic use of IT

# Additional Information

Topics covered:

1. Business Strategy and IT Strategy
  - Importance of IT Strategy
  - IT Strategic Planning Process
  - IT Drivers and Supporters
  - Benefits and Effective Strategy
2. IT Governance
  - Importance of IT Governance
  - Value and Principles of Governance
  - Frameworks
    - COBIT
    - ITIL
    - COSO
3. Data-Driven Organization
  - Data Governance
  - Building a Culture around Data
  - Business Intelligence Tools
  - Enterprise Dashboards/ Scorecards
4. IT Project Management
  - Importance of Project Management
  - Project Constraints
  - Project Management Mistakes
  - Project Management Methodologies
5. IT Investment
  - Value of Information
  - Strategic Alignment
  - Business Value
  - Business Cases
6. Enterprise Architecture
  - Enterprise Systems
  - Legacy Systems
  - Cloud Computing
  - Virtualization
7. Digital Transformation
  - Business Process
  - Business Operations
  - Culture/Organization
  - Customer
  - Trends
8. Cybersecurity and Risk Management
  - Basic Cybersecurity Concepts

- Data Breaches
  - Cybersecurity Control Models
  - Compliance
  - Risk Management Models
9. IT Outsourcing
- Vendor Relationships
  - Importance of Outsourcing
  - Risks of Outsourcing
  - Decision Models
10. IT Ethics and Privacy
- Responsible Conduct
  - Ethics Theories
  - Privacy Issues
  - Case Review

## Grading Scale

The grades earned for the course will be calculated using City University of Seattle's decimal grading system, found in the current University Catalog (<https://www.cityu.edu/catalog/>).

Grading rubrics with details on how each assignment will be graded are located under *Assignments* and/or in *My Grades* in the online course menu. Students should review the rubric for each assignment prior to completing their work in order to understand how it will be assessed.

OVERVIEW OF REQUIRED ASSIGNMENTS	% OF FINAL GRADE	POINTS
Instructor-determined Activities <ul style="list-style-type: none"> <li>• Muddiest Point (MP): 5%</li> <li>• Concept Test (CT): 5%</li> <li>• Discussion Board (DB): 10%</li> </ul>	20%	200 = 20 points * 10 modules
Technology Tool (TT)	10%	100= 10 points * 10 modules
Research Paper (RP) <ul style="list-style-type: none"> <li>• RP1: Emerging Theory</li> <li>• RP2: Company/Industry Analysis</li> </ul>	40%	400= 200 points * 2 times
Team Project (TP)	30%	Proposal: 30 points Progress: 70 points Final Report: 150 points Final PPT: 50 points Subtotal: 300 points
<b>TOTAL</b>	<b>100%</b>	<b>1,000 points</b>

# Course Assignments and Grading

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

## Instructor-determined Activities

The instructor-determined activities consist of weekly Muddiest Point, Concept Test and Discussion Board.

- **Muddiest Point (MP)**

Before class, students are required to submit the Muddiest Point (MP) activity. The purpose of this activity is to stimulate student engagement. The instructor uses the MP to assess how students understood the required readings. The instructor also uses the MP to customize the lecture scope to implement Just-in-Time Teaching (JiTT). The MP consists of writing a brief reflective essay ( $\leq 50$  words) identifying the most confusing part (i.e., the MP) of the content covered in the upcoming module. If a student understood all concepts, the student needs to explain the most exciting aspect. There is one multiple-choice question from the required reading to demonstrate that the student understood the required readings.

Criteria	% of Grade
Participation	30%
Writing	40%
Citation	10%
Accuracy	20%
<b>TOTAL</b>	<b>100%</b>

- **Concept Test (CT)**

The instructor poses a problem based on key concepts of a lecture. After reflecting on the problem, students submit their response and the instructor review them without providing a correct answer. Students discuss their thought process and solution with a peer. Students then commit to an answer and re-submits their responses. Instructor reviews responses and thought processes with the correct answer.

Criteria	% of Grade
Engagement	100%
<b>TOTAL</b>	<b>100%</b>

- **Discussion Board (DB)**

A student posts an answer to a weekly discussion topic in Discussion Board. The student also posts a response to two other students' posts by the end of each module. Comments and questions should be clear and thoughtful, with correct grammar, spelling,

and punctuation. The instructor will grade the quality of your discussion postings on both content and response.

Criteria	% of Grade
Participation	50%
Writing	50%
<b>TOTAL</b>	<b>100%</b>

### Technology Tool (TT)

Students are expected to learn and apply the latest technological advances related to leadership.

Criteria	% of Grade
Research	50%
Competency	50%
<b>TOTAL</b>	<b>100%</b>

### Research Paper (RP)

In the research paper, each student will use an instructor-approved topic relevant to the course. The paper should be 7-10 pages, double-spaced, 12 font-size, excluding the title and reference pages, using APA format, with at least 5 recent, scholarly, peer-reviewed references. As in any scholarly writing, students should not merely copy information from another author, but use evidence to support the contentions they have drawn from their findings and critically analyze related literature - each paper needs to be an analytical paper, not a summary of readings.

Criteria	% of Grade
Structure	20%
Content	40%
Writing	30%
Reference	10%
<b>TOTAL</b>	<b>100%</b>

- **RP1: Emerging Theory**

Students select an emerging theory related to the course and submit a research paper on the topic of their choice. The goal of this assignment is to introduce students to relevant theories in recent development, and to cultivate an enveloping perspective, synthesizing different viewpoints on the topic. The selected topic must be reviewed and approved by the instructor for relevance, quality, and duplicate avoidance. The emerging theory in this report will be used in the second research paper.

- **RP2: Company/Industry Analysis**

Students analyze a company or industry from an aspect relevant to the course, using various frameworks discussed in class and the emerging theory they researched in the first paper. Students are strongly encouraged where relevant to incorporate the use of

trending technology and tools in this report. For example, students can analyze the relevant company data, use a tool to present the trends visually. Students also recommend a decision towards a strategic advantage. The topic of the report must be reviewed and confirmed by the instructor.

### **Team Project (TP) – Creating Business Value with Information Technology**

With the course instructor's guidance, students are encouraged to apply the course concepts to an industry sector (e.g., healthcare, business, government, education, etc.) or specific organization. Students need to demonstrate how they will **DELIVER BUSINESS VALUE THROUGH THE STRATEGIC USE OF IT** and apply the concepts from the course to real issues that confront IT leaders.

Teams consist of three to four students. Each team will use an instructor-approved topic relevant to the course.

The paper is to be between 6 and 7 pages. The required template for class submissions comes from international organizations, the Education Special Interest Group and the Computing Education + Information systems Applied Research. ([EDSIG/CONISAR](#)). The instructor may recommend teams submit their paper to conferences. Submissions are optional and will not impact the course grade. Additional revisions may be required after the course.

Three report templates and one presentation template are provided. The file name consists of team project number, team number, and the list of your team members. For example, "TP01 T03 Sam John Mark."

- TP01 for the proposal – "TP01 T0X Author1 Author2 Author3.docx"
- TP02 for the progress report – "TP02 T0X Author1 Author2 Author3.docx"
- TP03 for the final report – "TP03 T0X Author1 Author2 Author3.docx"
- TP04 for the final presentation slide – "TP04 T0X Author1 Author2 Author3.pptx"

As in any scholarly writing, students should not merely copy information from another author. Students should use evidence to support the contentions they have drawn from their findings and critically analyze related literature. In essence, each paper needs to be an analytical paper, not a summary of readings.

In addition, a team slide deck presentation is required.

- The presentation consists of 15+4 slides: 15 slides for content and 4 slides for cover, agenda, key reference, and Q&A.
- The PPT template is provided. Your team can change design and color.
- A presentation video (15 minutes) is required.
- A demo video (a maximum of 1-2 minutes) may be included. The demo time is included in the 15 minutes presentation.

Four submissions are required according to the following schedule:

- Proposal (1 page; 30 points) – Starting (Module 1) & Ending (Module 3)

- Progress Report (3-4 pages; 70 points; graded after the proposal has been submitted) – Starting (Module 4) & Ending (Module 7)
- Final Report (6-7 pages; 70 points; graded after the progress has been submitted) – Starting (Module 8) & Ending (Module 10)
- Final PPT (15+4 slides, 30 points; graded after the final report has been submitted) – Starting (Module 8) & Ending (Module 10)

Students are expected to use the assigned readings, videos, and other materials throughout the quarter. Students will need to utilize additional sources that were not assigned by the professor. While stylized after an industry report, nonetheless, students are expected to employ APA formatting of citations, footnotes, and bibliography. Students must cite the sources of all ideas, facts, and information used that are not their own, even if they have put the information into their own words. Failure to do so is plagiarism, although the oversight is unintentional. To avoid plagiarism, check <https://library.cityu.edu/howto/apa-writing/avoid-plagiarism/>.

### Team Project (TP) Report

The student will provide a report formatted based on a template provided by the instructor. Students are required to improve the writing iteratively and incrementally every week. The revision will always happen during a quarter. Students will add new required sections to the existing paper every week.

The final report is the culmination of applied research and activities conducted throughout the quarter. The final report/paper provides a detailed problem and its solution likely to be encountered by a company or organization described in a case study supplied by the student.

Criteria	% of Grade
Structure	20%
Content	30%
Writing	30%
Reference	10%
Collaboration	10%
<b>TOTAL</b>	<b>100%</b>

### Team Project (TP) Presentation

The student will report on the research outcomes, development, or other project efforts to an academically appropriate committee in a public forum. The nature of the presentation content will determine the specific makeup of the audience. The student will choose the format of the presentation, in consultation with the advisor. The layout and design must be appropriate and adequate to represent the outcomes of the effort. While students must make some form of a visual presentation, the presentation of the results may include publishing in a refereed publication, publication in a trade or popular magazine or journal, broadcast in an appropriate medium, or, in exceptional cases, limited dissemination within a closed community.

Each presenter will have 15 minutes for presentation and 5 minutes for questions and answers. Each presenter must keep the total presentation time limit strictly.

<b>Criteria</b>	<b>% of Grade</b>
Structure	20%
Visual Presentation	30%
Verbal Quality & Engagement	30%
Collaboration	20%
<b>TOTAL</b>	<b>100%</b>

## **Course Policies**

Course policies on topics such as *Late Assignments*, *Participation*, and *Professional Writing* are found under *Course Information* in the online course menu. Students are responsible for reviewing and applying these policies while enrolled in this course.

## **University Policies**

You are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the University Catalog that is linked from the CityU Web site.

### **Antidiscrimination**

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to Dr. Scott Carnz, Provost or to the Vice President of Student Affairs, Melissa Mecham.

### **Non-Discrimination & Prohibition of Sexual Misconduct**

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/>.

## **Religious Accommodations**

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

## **Academic Integrity**

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) in the section titled *Academic Integrity Policy* under *Student Rights & Responsibilities*.

## **Attendance**

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly. Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be found in the [University Catalog](#) in the section titled Attendance under Student Rights & Responsibilities.

## **Final Assignments Due Date**

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

# **Support Services**

## **Disability Services & Accommodations**

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at [disability@cityu.edu](mailto:disability@cityu.edu) or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

## **Library Services**

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services](#) online, 24 hours a day, seven days a week.

### **Smarthinking Tutoring**

CityU students have 24/7 access to free online tutoring offered through Smarthinking, including writing support, from certified tutors. Contact CityU's Student Support Center at [mycityusupport@cityu.edu](mailto:mycityusupport@cityu.edu) to request a username and password.