<div align="center">**Course Syllabus**</div>

Course Number: ITM 124 **Title:** ICT and Business Strategy
Department/Program: QMIT **School:** SOM
Semester: 1st Sem. **SY:** 2012-2013
Instructor(s): Mr. Raul P. Rodriguez

A. Course Description

A generation ago computers were first introduced into businesses and organizations to automate clerical functions and routine transactions. Today, information and communications technology (ICT) is an integral part of organizations and forms the backbone for every managerial function of the modern organization. Whether it be integrated ERP systems for operational control, improving customer relationship management using data mining, launching a comprehensive Web-based human resource management system, or executing financial transactions in electronic markets, modern information systems (IS) are the life blood of the organization – linking all the different functions together in an integrated way and getting information to decision makers at the right time and in the right format. Indeed, nearly half of all new capital investment in U.S. businesses today is for information technology and systems. The Internet, cloud, and mobile computing have also made strategic impacts on businesses.

Innovative usage of information technology has allowed certain industry players to create or restructure entire industries. Successfully competing in the information economy requires an understanding of how ICT is part of the overall business strategy of the firm. This course examines how ICT can be used for strategic gain, the evolution companies must take toward becoming e-businesses, new business models that can be developed using ICT, and the importance of alignment the IS strategy with the overall business strategy.

Business in the term "business strategy" in this course refers to both for-profit organizations and development or non-profit organizations.

This course is a combination of lectures, seminar-type talks by guest speakers, and a high degree of case analysis and discussion. Students will be expected to analyze the critical issues in a series of management cases, including a final strategy formulation project, and be prepared to discuss their analyses and recommendations in class.

B. Course Objectives

Upon completion of this course, the student is expected to:

- learn to formulate a business strategy;

- appreciate the importance of strategy execution and apply Balanced Scorecard principles;

- gain familiarization of key ICT applications and how these contribute to business strategy execution; and

- learn the "what" and the "how" of ICT planning.

C. Course Outline and Time Frame

I. Course Overview (1 session)
  - Assignments
  - Groupings

II.   Understanding IT (1 session)
- IT vs. IS
- History of IT
- Discussion: Moore's Law and Role of IT in a Firm.

III.   Strategy Formulation (3 sessions)
(Reference: Robert, 2000)
- Envisioning the Future Business Arena
- Vision and the Strategic Profile
- Identifying the Driving Force of the Business
- Formulating the Strategy
- ***Case discussions by groups***

IV.   Balanced Scorecard (3 sessions)
(Reference: Kaplan and Norton, 1996)
- Develop objectives along strategic themes in each of the BSC perspectives
- Develop cause and effect linkages – the Strategy Map
- Set performance measures and targets for each objective
- Identifying strategic initiatives.
- ***Building the BSC for cases in Part III***

V.   IT and Competitive Advantage (2 sessions)
- Discussion: "IT Does Not Matter" (Nicholas Carr)
- Identifying Strategic IT Initiatives
- Discussion: Case on Competitive Advantage (Zara or Netfix)

VI.   Business Processes, ERP, and IT (1 session)
- Business Processes
- Enterprise Resource Planning Systems (Short Demo)
- Business Process Management/Reengineering
- Workshop: Draw up a business process.

VII.   Decision-making and IT (1 session)
- Business Intelligence/Analytics
- Data Warehousing
- Data Mining

VIII.   Electronic Business (1 session)
- E-commerce Overview
- Research Findings on Internet Use (USA)
- Marketing Online
- Discussion on Philippine Scenario

IX.   Customer Relationship Management (1 session)
- Demo

X.   Technology Trends (1 sessions)
Guest Speakers:
- Cloud Computing
- Web 2.0
- Mobile

XI.   Creating a Technology Strategy (2 sessions)
- Developing an IT Strategy

- Case Discussion

XII.   Project Presentations (1-2 sessions)

D. Required Readings

1. Case and Article Readings to be given in Class
2. Kaplan, Robert S. and Norton, David P. The Balanced Scorecard: Translating Str ategy into Action, Boston: Harvard Business Press, 1996.
3. Michel Robert: The Power of Strategic Thinking. McGraw-Hill. 2000.
4. Michel Robert and Bernard Racine: e-Strategy Pure and Simple. McGraw-Hill. 2001
5. Recent books on IT Management

E. Course Requirements

Case Analysis	20%
Major Project (Business and ICT Strategy for an Organization)	50%
Exam	20%
Class Participation	10%

F. Grading System

A	93 – 100
B+	88 – 92.9
B	83 – 87.9
C+	76 – 82.9
C	69 – 75.9
D	60 –68.9
F	< 60

G. Classroom Policies

1. The teachers do not give make-up quizzes or allow late submissions of assignments. Should there be a valid excuse (e.g. hospitalization, immersion, death of an immediate family member), the teacher would need some proof (letter signed by a teacher or a medical certificate).
2. Laptops are not allowed except during workshop activities.
3. A student caught cheating or plagiarizing will get an automatic score of 0 for the quiz/exam or paper he/she was caught cheating or plagiarizing in.