



ISM 6338

Information Systems Strategy and Governance

Section: RG8

Hybrid/HyFlex

Fall Term 2025

Course Meeting Information

Class Meeting Times	
Day:	Saturday
Time:	8:30 AM - 12:30 PM
Face to Face	08/23, 08/30, 09/13, 09/20, 10/04, 10/11
Fully Online	09/06, 09/27
Location:	CBC 151

Professor Information

Dr. Karlene Cousins

Roles: Primary Instructor

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Office Hours: By Appointment

Office Location: RB 250

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Department or Academic Unit: Information Systems & Business Analytics

Course Prerequisites

Course prerequisites, if any, are listed below.

Course Description and Purpose

This course explores the strategic role of information systems (IS) in modern organizations, with a special emphasis on emerging technologies such as artificial intelligence (AI). Key focus areas include:

1. The strategic perspective of top management in aligning competitive strategy, core competencies, and IS.
2. The development and implementation of IS strategic plans that incorporate AI capabilities to achieve organizational goals.
3. Creating IS value.
4. Designing the IS organization in accordance with governance best practices, including frameworks for responsible AI deployment and oversight.

You will gain a deep understanding of how IS—augmented by AI—can be used strategically at the enterprise level. You'll learn to assess the competitive environment from the perspective of the CIO and explore how AI-enabled systems can be leveraged for competitive advantage. The course also equips you to define and implement IS

governance structures that support business/IS alignment, value creation, and ethical AI use.

Textbook and Course Materials

ADVENTURES OF AN IT LEADER UPDATED EDITION

Required/Recommended: Required

Authors: Robert D. Austin; Shannon O'Donnell; Richard L. Nolan

Publisher: Harvard Business Review Press.

Publication Date: 2009

Copyright Date: 2016

ISBN 10: 9781633691667

ISBN 13: 9781633691667

Other Course Materials and Open Educational Resources (OER)

Lecture Notes will be provided for most modules. These notes, along with supplemental materials are considered as mandatory reading and essential for keeping up with the course content.

In addition, selected research and white papers and videos will accompany relevant topics.

Required readings come from the following:

- Empowering AI Leadership AI C-Suite Toolkit
- NIST AI Risk Management Framework
- NIST AI RMF Playbook

Required Harvard Business School Cases will be available in Perusall. Each case costs \$7 each.

Course Goals

By the end of this course, you will be able to answer the following questions:

1. What is the role of the CIO and other executives in making strategic decisions about IS and AI in the organization?
2. How do I develop an IS governance framework that addresses emerging technologies such as AI, including ethical considerations and regulatory compliance?
3. How do I develop an IS strategic plan that integrates AI to support business objectives?
4. How does IT—and specifically AI—give organizations a competitive edge?
5. What frameworks should I use to align business, organizational, and IS strategies in an AI-driven environment?
6. How do I cost and budget for IT and AI initiatives? Who pays for them?
7. How do organizations use IS and AI for value creation, innovation, and transformation?
8. How do I prioritize the IT portfolio and manage risks associated with AI and other technologies?
9. How do organizations achieve digital transformation through the strategic use of IS and AI?

Student Learning Outcomes/Objectives

- Develop an AI-Driven Strategic Roadmap: Students will be able to formulate an information systems strategic plan that integrates artificial intelligence initiatives aligned with organizational goals and competitive advantage.

- **Design IS Governance Frameworks for Responsible AI:** Students will evaluate and construct governance models that ensure ethical, transparent, and accountable use of AI technologies within enterprise information systems.
- **Measure and Justify IS Investments:** Students will apply strategic and financial evaluation techniques to prioritize IS projects and assess their return on investment (ROI), with emphasis on AI-related initiatives.
- **Demonstrate Strategic CIO Leadership in IS Strategic Planning and Governance:** Students will examine the evolving role of the Chief Information Officer (CIO) in leading digital transformation, shaping AI strategy, and fostering cross-functional alignment in IS governance.
- **Assess Risk in Information Systems:** Students will identify and analyze Information Systems risks including those associated with AI adoption in IS environments, including data privacy, algorithmic bias, and operational disruptions.

Expectations of the Course

How will you succeed in this course?

Prepare: It is essential that you prepare for the class; otherwise, it will be difficult for you to understand and to participate in the class discussion and to complete your assignments. You should expect to spend at least 8 hours outside of class for every 4 hours in class in individual/group study in order to be prepared for classroom discussion and to complete your written assignments.

Be Present: In order to achieve the learning objectives for this course, student must be present in order to listen and learn from the discussions of cases and articles.

You are expected to attend all class sessions. If you must miss a session (a morning or afternoon class counts as a session) please advise me in advance by emailing me

through Canvas. More than two absences will negatively affect your overall course grade. Three absences will result in a failing grade. All group members must attend and participate in group presentations. If this is an issue, please notify me immediately.

Participate: You are expected to participate actively in the course based on your own learning goals. Since you all come from different backgrounds and experiences, your peers are valuable resources for learning. Don't shortchange them and yourself by coming to class without preparing or by sitting quietly during class discussion. Students are expected to contribute to each class and to each group assignment.

Communicate. This course may be unlike any of your previous courses, with increasingly complex content and new kinds of intellectual challenges. Because I am committed to helping you address these new challenges, I have an open door policy in addition to class and office hours; I will meet with you or respond to your email within 24 hours whenever possible. You should let me know what ideas and tools are challenging to you and how you are doing in the class. If you start this habit early in the semester, then I will be able to better tailor our activities to help you learn.

Take risks. Business decision making about information systems often requires personal judgments about which references to include or ignore, which approaches to follow, and/or how to interpret complex data. Sometimes the "right" answer is unknown, incomplete, or even wrong! Nobel Prize breakthroughs have often resulted from attempting to support a "best guess" with incomplete data or from finding evidence to explain an "experiment gone wrong." You will be rewarded for going out on a limb to defend your ideas as long as your assumptions and decision-making process are transparent in your answers. If you're not sure how to solve a problem, don't be scared to defend your assumptions and go for it!

Have fun. The cases and readings are very interesting and informative. Even though we'll work hard to analyze different types of information systems problems, don't hesitate to take some time just to enjoy the cases and readings.

Course Communication

Communication in this course will take place via the Canvas Inbox.

Policies & Resources

Before starting this course, please review the Policies & Resources Page in Canvas which includes comprehensive information on various University and Course Level Policies such as:

- University Policies
- Accessibility and Accommodations
- Online Etiquette
- Technical Requirements and Skills
- Computer & Digital Literacy Skills
- Course Technology Accessibility Statements and Privacy Policies
- Academic Integrity
- Copyright Statement
- Core Principles of This Course
- Nondiscrimination Statement
- Panthers Care & Counseling and Psychological Services (CAPS)
- Fair Use Policy

Grading

Activity	Percent	Due Date
Individual Assignment - Cost & Value of IT	15	09/07

Cost & Value of IT - Online Discussion	10	09/06
Individual Assignment Measuring Business Value of the IT Investment	15	09/27
Final Project	25	Various Dates - Refer to course summary
Group Case Presentation	20	Various Dates - Refer to course summary
Peer Evaluation	5	10/11
Class Contribution /Tweets to Jim Barton	3	Various Dates - Refer to course summary
Perusall Harvard Case Reading Assignments	5	Various Dates - Refer to course summary
Class Attendance	2	Various Dates
TOTAL	100	

Letter	Range%	Letter	Range%	Letter	Range%
A	95 or above	B	83 - 86	C	70 - 76
A-	90 - 94	B-	80 - 82	D	60 - 69
B+	87 - 89	C+	77 - 79	F	59 or less

Assignments

How will you and I evaluate your progress?

Detailed guidelines, assignment requirements and evaluation policies will be available in the Assignments section in CANVAS.

1. Individual Report & Online Case Discussion

Part 1:

In Part 1 of this assignment, you will carry out a study in your organization to understand how the Information Systems Department measures the cost of IT, budgets for AI, determine AI value and prioritizes the AI within the IT portfolio. You will write a 2 page report on your findings. You will research best practices in these three areas and make recommendations to improve your organization's practices.

Part 2:

In Part 2 of this assignment, you will participate in an online discussion about your findings. You will prepare a 2 minute video which you will post to an online discussion forum. In addition, you will be required to respond to at least one of your team members' posts and **give them a recommendation as to how to improve their organization's practices.**

2. Group Case Analysis & Presentation

Each group will present a Harvard case related to the topic being discussed that day. To help you to prepare for the case analysis, a set of study questions has been prepared to guide your analysis. You are encouraged to be as innovative as possible in presenting the case and the results of your analysis. Presentation formats can include videos, role-plays, skits etc.

Groups will select the case they wish to present on a first come first served basis on the first day of class.

Students absent on the day of the presentation and who have not participated will receive a grade reduction of no less than 50% of the grade for the assignment.

Harvard cases are available in Perusall. Students are required to read and comment on the case before the class using the Perusall application available in CANVAS.

WEEK	TOPIC	ASSIGNMENT	PRESENTATION DATE	INDIVIDUAL PERUSALL READING ASSIGNMENT DEADLINE	GROUP
4	IS Strategy	OpenAI and the Large Language Model Market	09/13	09/12	2
4	AI Governance	Mastercard's Ethical approach to Governing AI	09/13	09/12	4
5	AI Strategy	Moderna	09/20	09/19	6
5	AI Strategy & Prioritizing AI Investments	Blue Cross Blue Shield of Michigan (BCBSM): The AI Journey	09/20	09/19	3
7	Risk Management	TikTok: Tackling the Risk of a Ban	10/04	10/03	1
7	Responsible AI	Responsible AI: Tackling Tech's Largest Corporate Governance Challenge	10/04	10/03	5

Case Discussion Deliverables:

Each group will have 30 minutes to present their case discussion with an additional 10 minutes for questions. In addition, **you are required to upload (1) a 2 page summary of the answers to the case discussion questions and (2) the power points through the relevant assignment link in Canvas.**

What happens if I am not presenting?

These cases are critical to your ability to complete the class assignments. Therefore, if you are not participating in group presentations, you are expected to read all assigned articles, textbook chapters and cases prior to class sessions and be prepared to present/discuss them. You will be evaluated based on your participation in class discussions during the presentations of the other teams.

You will enjoy reading the cases and analyzing the case questions. The cases are a mix of recent cases on contemporary technologies and famous, historic cases which are relevant even in today's digital world. \

3. Individual Assignment on Measuring the Business Value of IT Investments

In this exercise you will learn how to communicate the business value of AI initiatives to the business using the language of the business. You will learn the general principles of measuring the value of business investments and apply them to cybersecurity investment decision making.

4. Final Project

Each group will be required to develop the components of an AI strategic plan / roadmap for an organization. You will be acquiring the information you need to complete this project throughout the course. More details on the project will be given to you in class. Project requirements will also be available in Canvas.

The final project is broken down into four parts which you will complete throughout the course.

Failure to attend class and participate in the final project face to face group presentation will result in a reduction of your final project assignment grade of 20%

5. Peer Evaluation & Class Contribution

You will receive an individual grade for your contribution to your group projects based on a peer evaluation by your team.

You will receive an individual grade for class contribution based on timeliness, attendance and your participation in class discussions.

6. Tweets to @JimBarton

In order to earn your participation points, for each class, you will reflect on a concept you have learned from the class and how you will apply it in your work. You will have 15 minutes at the end of each class to tweet to @JimBarton through a post on the discussion board. You will also review your classmate's "tweets" and respond to at least one post. I will ask for volunteers from the class to play the role of @JimBarton each week.

7. Late Assignments

Late assignments will not be accepted except for documented medical reasons.

8. Class Attendance

You are required to attend all classes. Class attendance comprises 2% of your grade. Students are required to use the FIU Check In 2.0 tool to record their attendance at each class. Both Android and Apple mobile apps are available for download. For instructions on how to use FIU Check In 2.0 please visit https://attendance.fiu.edu/docs/CheckIn2.0_Student.pdf.

9. Turnitin

Your assignments will be evaluated by Turnitin. Turnitin is the anti-plagiarism and AI detection software being used in Canvas. Submitting a Turnitin assignment is similar to submitting a regular online assignment. You can submit your assignment as a text entry or upload any supported file type: Text (.txt), Microsoft Word (.doc/.docx), Microsoft PowerPoint (.ppt/.pptx), Portable Document Format (.pdf).

Schedule of Topics

This is a tentative outline of the course. It is subject to change with written notice.

Module	Topic	Date
1	Preparing for IT Leadership & Introduction to IT Governance	01/04
2	Developing the Information Systems Plan: the Fundamentals of Competitive Strategy	01/11
3	Measuring the Cost & Value of IT	01/18
4	AI Governance	01/25
5	AI Strategy and Risk Management	02/01
6	Measuring the Business Value of the IT Investment	02/8
7	Digital Transformation & Responsible AI	02/15
8	IT and the Board of Directors	02/22

Detailed Course Schedule

Week / Module	Topic	Date	Class Preparation	Assignment Due
1	Preparing for IT Leadership & Introduction to IT Governance	08/23	Readings Adventures of an IT Leader – Chapters 1-3	Tweet @JimBarton
2	Developing the AI Strategic Roadmap: The Fundamentals of Competitive Strategy	08/30	Readings Empowering AI Leadership AI C-Suite Toolkit Pages 20-30	Tweet @JimBarton
3	Measuring the Cost & Value of IT Assessing AI Maturity	09/06	Adventures of an IT Leader – Chapters 4,5,8	Part 1 Online Discussion on Determining the Cost and Value of IT and how to Prioritize IT Part 2 Individual Assignment - Report on Cost and Value of IT Final Project Part 1A & 1B
4	AI Governance:	09/13	Empowering AI Leadership AI C-Suite Toolkit Page 24	OpenAI and the Large Language Model Market (Perusall) Mastercard's Ethical approach to Governing AI (Perusall) Final Project Part 2 Tweet @JimBarton
5	Prioritizing AI	09/20	Empowering AI	Moderna (Perusall)

	Investments & Risk Management		Leadership AI C-Suite Toolkit Pages 32-46 NIST AI Risk Management Framework. 13-18	Blue Cross Blue Shield of Michigan (BCBSM): The AI Journey (Perusall) Tweet @JimBarton
6	Measuring the Business Value of the IT Investment	09/27		Measuring the Business Value of the AI Investment at IVK Final Project Part 3 Tweet @JimBarton
7	Responsible AI	10/04	Empowering AI Leadership AI C-Suite Toolkit Pages 50-55 NIST AI RMF Playbook Pages 1-33	Responsible AI: Tackling Tech's Largest Corporate Governance Challenge (Perusall) TikTok: Tackling the Risk of a Ban (Perusall) Tweet @JimBarton
8	Final Presentations & IT and the Board of Directors	10/11		Final Project 4 Presentations Final Project Part 5

Nondiscrimination Statement

The **Office of Civil Rights Compliance and Accessibility** (CRCA) is responsible for ensuring that FIU maintains a workplace and learning environment free from

discrimination, where current and prospective faculty, staff, and students are treated equitably. If any student, employee, or applicant has a sincere and reasonable belief that they have been discriminated against or harassed based on age, color, disability, marital status, ethnic or national origin, race, religion, retaliation, sex, or any other protected category, they can report their concerns to the CRCA team through report.fiu.edu.

Artificial Intelligence Policy

AI tools like ChatGPT may be used for brainstorming and clarifying concepts only when explicitly permitted by the instructor. Direct use of AI-generated content as your own work is prohibited unless stated otherwise.

All submitted work must be your own. Any AI contributions must be clearly cited and limited to 25% of the assignment. Unapproved or uncited AI use will result in zero credit and an Academic Integrity Violation Report.

Some assignments will require no AI use to help you build critical thinking and communication skills. Others may allow AI use with specific instructions on how to document it.